

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
185 Madison Avenue, New York City



VOL. CXLII, No. 9

NEW YORK, MARCH 1, 1928

10c A COPY

B. A. I. S. 1923 with
N. W. Ayer & Son

A Syllogism

1st Premise: You need a dependable flashlight

Even if you never have done a Houdini with a clothesline in the dark, or been smacked simple by missing the last step on the dark basement stairs, or sprained your vocabulary in that dark closet—Eveready Flashlight advertising will give you the idea—the flashlight idea.

2nd Premise: Eveready Batteries make a flashlight dependable

The serious part of the copy demonstrates that a flashlight is only as good as its batteries and explains the many exclusive features that make Eveready Flashlight Batteries better.

Conclusion: Your flashlight should be loaded with Eveready Batteries

Sprightly spotlight talks on familiar night-time and dark-place experiences establish the common sense of making sure your flashlight is Eveready in case, bulb and battery.

N. W. AYER & SON

ADVERTISING HEADQUARTERS, PHILADELPHIA

NEW YORK

BOSTON

CHICAGO

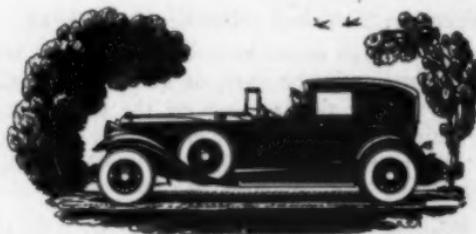
SAN FRANCISCO



Mar. 1, 1928

THE
NEW CADILLAC
PRESENTED BY
UPPERCU CADILLAC

Distinguished by Richness and Power



New York

NOW ON VIEW AT ALL SHOW-ROOMS
AND AT THE CADILLAC SALON
10 EAST 57TH STREET

MCMXXVII

There are times when ultra-modern means seem inappropriate to the correct expression of an advertising message. The title page of a rare old book inspired the preparation of this announcement for Uppercu Cadillac. The Federal Advertising Agency, Inc., of 6 East 39th Street, New York, is proud to acknowledge its frequent indebtedness to the older sources of inspiration.

PRINTERS' INK

Registered U. S. Patent Office

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VOL. CXLII

NEW YORK, MARCH 1, 1928

No. 9

Some Popular Misconceptions of Export Trade

Not Over 5,000 of Our 30,000 Exporters Really Know the Possibilities of Foreign Markets

By Walter F. Wyman

General Sales Manager, The Carter's Ink Company

POLITICAL insularism has led us, as a nation, into commercial provincialism. Only a few out of our hundreds of thousands of manufacturers have seen the full breadth of the possibilities of world markets.

"Foreigners," as a generic classification of the merchants in other countries, is as poor a grouping in its connotations as "Indians" is for our manufacturers. Neither the United States nor South America spells either the beginning or the end of trade.

There are perhaps 30,000 manufacturers in this country who ship their products to merchants outside the United States. Of these not over 5,000 have seriously sought to extend their export selling to its most profitable point. But among these 5,000 manufacturers are to be found the finest exporters in the world. These enterprises are as scientific and courageous in selling beyond their boundaries as they are skilful in the domestic market.

It should be emphasized that exporting is not adventuring. There is available a wealth of information on every market, large and small. There is detailed credit information available on every enterprise, large and small. We have passed from the day of the sailing-ship laden with beads and rum to an era in which modern merchandising applies outside, as well as inside, the United States. If the romance has been largely taken

from exporting, there is the consolation that from present-day methods, involving market research abroad and intensive selling, far greater profits are now possible.

The first misconception which must be obliterated from the minds of manufacturers is that we know little about overseas markets. The wealth of information which has been gathered for many years by the Department of Commerce, by export organizations, and by trade groups, is in excess of the demands of the most exacting.

It is not a case of setting sail on uncharted seas devoid of familiar landmarks. It is true that the average non-exporter will find not only broad avenues affording easy transportation of sales message and product, but also in every market in which he seeks business he will find his competitors present. Indeed, it is entirely possible that he will find that his smaller competitors are his predecessors overseas and enjoy a preference incredible to him.

Exporting has been said to be hampered by red tape. But our several States differ even more widely in their statutes relating to the standards of domestic business than Iceland and South Africa differ in procedure relating to shipments. The so-called complicated export invoices are not as exacting as those required by our own Government in connection with certain contracts.

Long credits are extended overseas—but absurdly long credits are neither necessary nor wise. In fact, the ridiculously long credits offered by Germany prior to the World War were a boomerang, and were actually being withdrawn in 1913 in many cases. Credit is not illogical. Its primary function is to enable the buyer to pay for his purchases from the proceeds of his sales.

When credit in excess of this obvious accommodation is extended, the buyer has in his possession moneys which, from an economic standpoint, should be in the hands of the seller. Absurdly long credits result in speculation with this surplus.

The exporter can readily borrow on these foreign accounts receivable through the simple medium of discounting his foreign drafts. In fact, many manufacturers who have once tasted the advantages of the better definition of maturity dates, and the quick returns through discounting foreign drafts at time of shipment, rightly regard export trade as more desirable, dollar for dollar, than domestic trade.

A most dangerous misconception of exporting is that foreign credit losses average so much as to make business abroad unprofitable. An analysis of the experiences of manufacturers with much contact overseas almost invariably shows that the foreign credit losses average less than domestic credit losses. This is because the average importer abroad is a substantial, long-established, thoroughly reliable enterprise.

A second and even greater protection in the granting of credits abroad comes through the fact that whereas the great bulk of domestic transactions are based upon symbols in credit agency books, overseas sales on credit are based upon individual knowledge and the experience of other grantors of credit. The export order, from a credit standpoint, is passed upon only after an examination of specific reports that are easily obtainable, and a cross-check of the importer's reputation for prompt payment through such an organization as

the Foreign Credit Interchange Bureau of the National Association of Credit Men.

One of the most amazing misconceptions of exporting is that "foreigners want only cheap goods." While it is, of course, true that many millions of our manufactured exports are in low-priced commodities, we find by an examination of records that we export the highest-priced typewriters, sewing machines, cash registers, safety razors, laundry machinery, watches—the very cream of our highest-quality, highest-priced branded merchandise. Instead of desiring obsolete and low-priced articles, it is a fact that foreign markets welcomed and wore coat-front shirts before they were accepted in New York.

The only mysterious element in export trade is that so many consider it mysterious. Business men and not soothsayers are the ones who are now, and who for decades have been, making profits from sales overseas.

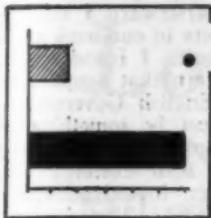
It must be emphasized that exporting is not selling in new markets—only in markets new to the merchandiser. The greatest barriers between the manufacturers of the United States and profits overseas are not mountain chains and oceans. They are only the boundaries which exist only in the minds of uninformed management officials and business executives who are difficult to cross.

EXPORTING IS JUST A MATTER OF DISTANCE

Exporting—contrary to the conception of many—is a matter of investment rather than speculation. The conservative do not hesitate to travel even when they would refuse to explore. Yet, today, exporting is a matter of distance rather than of exploration, and there is little difference between a manufacturer in New York sending a salesman to Cuba and sending one to the more distant California.

The most indelible misconceptions are to be found in the minds of people who have the inevitable sad experiences of those who park their common sense before seeking profits overseas. In almost every

If ever your advertising dollar has to work



... it is NOW

In 1926 the amount of money expended for advertising in the United States was 62 per cent greater than in 1919.* In the same 7 year period national income increased but 15 per cent. Here is a picture that leads to but one conclusion: The present-day advertiser must make his money work for him *as never before*.

Paradoxical as it may seem, the tremendous increase in advertising calls for no excessive appropriations on the part of those who have goods to sell. Many a "shoe string" has become a fortune. Even the anticipated 1927 total of more than a billion dollars spent for advertising need hold no great fears for the manufacturer of a new and worthy product.

This statement is made confidently but with one important qualification: The new manufacturer must construct a selling ram actually able to drive its way through the successive walls of wholesaler, retailer and consumer consciousness.

Obviously this necessitates an advertising service equipped in purpose and organization to utilize to the maximum every dollar of its client's appropriation.

* Newspaper, magazine and outdoor expenditures only.

THE H. K. McCANN COMPANY

Advertising

NEW YORK
CHICAGO
CLEVELAND
SAN FRANCISCO
LOS ANGELES
SEATTLE
DENVER
MONTRÉAL
TORONTO

city there will be found opponents to exporting who advance their own losses as proof-positive that "exporting doesn't pay."

Here is a typical case. A shoe manufacturer in a small town in Massachusetts received an inquiry from an importer in Peru. The correspondence resulted in a small sample purchase. A few months thereafter a substantial order was received.

In the meantime, the manufacturer had changed his styles, and without consulting the importer in Peru made shipment of what was felt to be the nearest styles to those ordered. The shipment was rejected on arrival, and the manufacturer forced to stand two-way transportation.

He has bitterly refused to have anything to do with export trade in the twenty years that have elapsed, even though within fifty miles of his factory hundreds of thousands of dollars in profit have been made by other shoe manufacturers who have used common sense in their exporting.

The misconceptions which cause otherwise sane manufacturers to abandon their common sense are almost beyond belief. One jewelry manufacturer insisted that he was justified in falsifying invoices for his foreign customers—"because all foreigners are crooks"—and yet he would indignantly refuse to stoop to any dishonorable method in domestic trade. This manufacturer insisted that there was nothing out of the way in such methods abroad—and it was only when certain unpleasant eventualities were pointed out to him that he abandoned a practice which involved outright dishonesty.

In an Ohio city, a manufacturer of motor trucks lost at least a quarter of a million dollars in profits because he did not apply common sense to exporting. After selling first one, and then twenty, trucks to an export buyer in New York on cash-in-advance terms, he was offered an order for 200 trucks on the basis of "sixty-day sight draft attached to documents, documents against acceptance."

To quote his own words: "From the first I thought there was some-

thing irregular and unbusinesslike. This order for 200 trucks with such absurd specifications of payment proved it. Of course I did not even acknowledge the order." When I asked him if he had investigated the English firm involved, he replied "Yes. Some months afterward I asked one of the officers in our bank to find out about them. I found they were a big concern that supplies material to the English Government. But there must be something crooked about them or they would not be so queer in their dealings."

A later investigation disclosed these facts. The initial order, placed in early 1915, was for exhaustive mechanical tests. The order for twenty trucks was for field tests. Both of these tests spoke volumes for the careful workmanship of the trucks made by this comparatively small manufacturer.

With the war needs growing rapidly, an order for 200 trucks was placed. The only credit asked was sixty days from presentation of draft, and the financial resources of the importer were so great that this purchase was comparatively insignificant in the light of the many millions in merchandise and equipment which this enterprise supplied to the British Government.

Had the order been refused for lack of production facilities or for any one of a dozen common-sense reasons, there could have been no quarrel with the decision. But it was based upon misconceptions so thoroughly ingrained in this man's mind that even the lure of most substantial profits did not shake his absurd prior conclusions.

FEW MODIFICATIONS IN PRODUCTS NECESSARY

Many manufacturers are deterred from considering export trade as a normal method of increasing profits because they have heard that in order to export they "must make an entirely different line of goods."

Here and there it will be found necessary for certain manufacturers to modify their merchandise, not so much to secure foreign

MILWAUKEE—First City in Diversity of Industries!

Increasing Sales At Lowest Cost

NATIONAL advertisers in the Milwaukee-Wisconsin market during 1927 used 4,797,918 lines of paid advertising in The Journal—825,103 lines more than they used in the other two Milwaukee newspapers combined!

Because The Journal is read by more than four out of every five families in Greater Milwaukee and in better class homes throughout the rich Wisconsin trading area, this newspaper alone builds maximum sales for advertisers of all products here at the lowest possible cost per sale.

THE MILWAUKEE JOURNAL

FIRST BY MERIT

WISCONSIN—First State in Value of Dairy Products!

orders as to secure the maximum profit from the maximum volume of foreign orders. But in a broad field ranging from toothbrushes to adding machines, there are countless American articles which are shipped overseas without modification—just as French perfumery, English gloves, Italian olive oil—thousands of articles we consume in the United States—are identical with the domestic practice of these European manufacturers.

It is not infrequently the case that a manufacturer has his choice between securing a pleasing volume of sales overseas without modifying his merchandise in any way, or securing an even larger and more pleasing volume of profits by making slight or great modifications, or even in developing special products for export markets.

No one should quarrel with the manufacturer who feels that it is the better part of wisdom to confine his export profits to the selling of merchandise identical with that he supplies here at home, for many conditions may warrant such a decision. But it is fair to differ with those who feel that they should not take easily obtainable profits with merchandise requiring no modification and whose decision is based upon ignorance or misconception.

"We looked into the matter of exporting, but when we found we would have to have catalogs in Spanish for South America, we decided the expense was all out of proportion." This misconception and similar statements are familiar to every experienced exporter who has had contact with non-exporting manufacturers.

The absurdity of the position is shown by the fact that a manufacturer bringing out an elaborate domestic catalog in order to keep pace with competition, advances this excuse when he could, for a fraction of the cost of his overelaborate domestic catalog, issue a catalog or price-list in Spanish which would meet requirements and lead to profits so large that he would soon be glad to duplicate, in at least four languages, the costly domestic catalog.

Language is, after all, an inex-

pensive obstacle to overcome. By common-sense selection of translators and printers—or both combined—it is merely a matter of paying a small number of dollars in order to enjoy added profits. If investigation proves the market to exist overseas in a country in which the language is other than English, and tests prove that the product and prices are attractive to buyers in that country, surely the comparatively small cost of adequate translations of essential price-lists, catalogs, and of all correspondence, is but a detail.

At this stage perhaps the most ludicrously costly misconception should be brought to light and killed. Executives who are meticulous in their direct-mail selling, and in the layout of their advertising here at home, not infrequently assume that a high-school graduate who has had one or two courses in Spanish will prove entirely adequate to produce sales letters in Spanish and excellent advertisements in Spanish. The only way I can explain this all-too-prevalent misconception is to refer to the story of the man who maintained that his mongrel pup was a good coon dog on the basis that he was not good for anything else. On the basis that the executive himself is ignorant of Spanish, he assumes that anyone who is able to write a simple sentence in mock Spanish is an expert.

The best of translations should be demanded, rather than sought, and proved by cross-checking of experts rather than accepted on faith. Selling by mail is entirely possible overseas, as at home, but successful selling overseas in a foreign language demands exactly those safeguards and those niceties which common sense proclaims as essential.

N. L. Angier Heads Beckwith Atlanta Office

Nedom L. Angier has been appointed manager of the Atlanta office of The S. C. Beckwith Special Agency, publishers' representative. He has been head of the contract and rate department of the Massengale Advertising Agency, of Atlanta, with which he has been connected for twenty-two years.

New England's Second Largest Market

Providence Payrolls

Payroll checks on Providence Clearing House banks during 1927 amounted to \$137,599,-000.00, an average of more than \$2,646,-000.00 per week. These figures are for Providence banks only and do not include branches in other cities. (Figures furnished by Brown Bureau of Business Research.) These figures do not include salaries or wages paid by individual check or direct from cash drawers.

Providence is the trading center of Rhode Island. Three-fourths of the state's population live within a fifteen mile radius of this city.

The Providence Journal and The Evening Bulletin

with a combined circulation of more than 114,000 cover Providence thoroughly and go into the great majority of English speaking homes in the state. The circulation of these newspapers is greater than that of the other eight English language dailies in Rhode Island combined. They offer advertisers adequate coverage of the prosperous Rhode Island market at a minimum cost.

Providence Journal Company Providence, R. I.

Representatives

Chas. H. Eddy Company
Boston New York Chicago

R. J. Bidwell Company
San Francisco Los Angeles Seattle

Newspapers Object to Cartoons in Advertising

"Old Gold" Series by Briggs and Copper & Brass Drawings by Fox to Be Discontinued

THE employment of nationally known and featured cartoonists in newspaper advertising, of which the most conspicuous example has been the current program of cartoons by Briggs promoting Old Gold cigarettes, appears to have struck a snag. It is announced by the Herald Tribune Syndicate, which distributes Briggs' regular feature cartoons to some 200 newspapers, that when about a dozen Briggs drawings already on hand have been published, no more Briggs' advertisements for Old Gold cigarettes will be forthcoming.

Another prominent nationally featured cartoonist, Fontaine Fox, whose "Toonerville Trolley," "Terrible-Tempered Mr. Bang" and other creations appear in about as many papers as the "Me and Mine," "Oh Man!" and similar products of Mr. Briggs' meditations, not long ago sold a few drawings to the Copper & Brass Research Association, but the Bell Syndicate, distributor of Mr. Fox's cartoons, announces that he has decided to do no more advertising work.

Objections voiced by the newspapers which publish the work of both cartoonists as editorial features, and in the case of Mr. Briggs by his "public," are reported to have been the determining factors in both cases. The Herald Tribune Syndicate admitted to a representative of PRINTERS' INK that one newspaper had cancelled its contract for Briggs' cartoons because of the appearance of his advertising series in another newspaper in the territory for which its contract gave it exclusive publication rights to his work.

Two other newspapers also voiced objections without cancelling contracts; but Mr. Briggs himself, it was said, had received literally thousands of let-

ters of protest from his personal following the country over, accusing him of having "sold his birth-right for a mess of advertising pottage," and of similar offenses. This, it was said, had decided Mr. Briggs to drop all advertising work to appear in newspapers, although it has proved immensely lucrative to him. His decision is also said to have been a great disappointment to Old Gold, which found the Briggs cartoon series a tremendously effective and profitable form of advertising.

BRIGGS CARTOONS OBJECTED TO ESPECIALLY

Quite a number of other well-known comic artists have found successful and profitable employment by advertisers—among them, for example, Gluyas Williams and John Held, Jr.—but for two reasons, the Briggs and Fox advertising ventures attracted more attention and excited more vehement protests than any others.

The first of these reasons was the fact that their advertising cartoons appeared simultaneously with their regular feature cartoons, in the daily newspapers of the same communities, and often in the same papers. Apparently when they appeared in the same papers, in the case of the Briggs series, the readers objected; when they appeared in other papers the newspaper publishers objected.

The second reason was that both cartoonists carried over into advertising not only their distinctive style and format, but the very catch-phrases and characters which their feature work had made popular. Such Briggs' series as "Me and Mine," "How to Start the Day Wrong," and so on, were set to work leading up to the suggestion to smoke Old Golds, and "The Little Scorpions Club" and the "Terrible-Tempered Mr. Bang" were pictured as advocat-



Concentrate your selling efforts in the Detroit area

In the Detroit area live two-fifths of the people of Michigan and they possess one-half of its wealth. A concentration of sales and advertising efforts in this territory is, therefore, bound to be exceedingly fruitful in results, particularly since The News, alone, adequately covers this field. The Detroit News has the largest circulation in this area with over 94% of its weekday and 80% of its Sunday circulation distributed here. The use of The News, alone, makes it possible to employ forceful space and sell the field thoroughly and economically.



The Detroit News

Now 370,000 Sundays

The HOME newspaper

Now 350,000 Weekdays

ing the employment of copper plumbing.

A statement by the Bell Syndicate explains that, acting as intermediary between each of its staff of artists and the newspapers purchasing their work, and having in view the best interests of both as it sees them, it is strongly opposed to the publication of their drawings as advertisements in the daily papers at the same time that they continue to be published, also in the daily papers, as editorial features.

The syndicate's view is that such a practice would "kill the goose that lays the golden eggs." It is the daily publication of the cartoonist's work, it holds, that gives him the popularity which makes him valuable to the advertisers; but it is just this popularity which it believes the use of his ideas in advertising exploitation will sooner or later impair if not destroy.

"We have not the slightest desire to hamper or limit our artists' freedom of action," says the syndicate, "and we have had no difficulty in convincing them, quite voluntarily, of the soundness of our point of view in the light of their own best interests.

"We would not object in the least, for example, to the use of their work in advertising published in the business and technical press, or even for that matter in the national magazines, at least provided the drawings used are not to all intents identical with those with which their personalities have become most closely identified in the mind of the newspaper-reading public.

"In other words, we would like to see such advertising work as they do, produced and published on its merits as amusing, interesting and attractive advertising, with the artist's signature not made the essential feature. The thing to which we object seems to us an effort to trade on the artist's popularity rather than on his work."

Bank Appoints Newell-Emmett

The National Bank of Commerce, New York, has appointed the Newell-Emmett Company, Inc., to direct its advertising account.

Agnew to Succeed Hotchkiss at New York University

Professor George B. Hotchkiss is relinquishing the chairmanship of the Department of Marketing of New York University and will take an extended trip abroad. He is succeeded as head of that department by Hugh E. Agnew, who has been professor of advertising.

Professor Hotchkiss is the only head that this department has ever had. He has been with New York University for twenty years and has built up the department to a position of outstanding prominence.

Professor Giles L. Courtney, who was made secretary of the School of Commerce a short time ago, also has been made chairman of the Department of Business English. Owing to these new duties, Professors Agnew and Courtney have decided to discontinue publication of *The Magazine Advertiser*, of which Professor Courtney was president, and Professor Agnew, editor and treasurer.

At one time Professor Agnew was a member of the faculty of the University of Washington, later going to New York where he was a member of the editorial staff of PRINTERS' INK. For three years he was research director of the Periodical Publishers Association, in charge of promotion activities.

Lynn Ellis, Vice-President, Honig-Cooper

Lynn Ellis has been appointed vice-president of the Honig-Cooper Company, San Francisco advertising agency, to succeed Vernon R. Churchill, whose change of position is reported elsewhere in this issue. He will be in active charge of the division of information in which are included units devoted to market study, media analysis and business development.

Fred H. Lynch, who has been with the Honig-Cooper Company since 1905, has been made managing director in charge of general administration, including co-ordination of outlying Honig-Cooper offices. As treasurer, he will also head the division of detail.

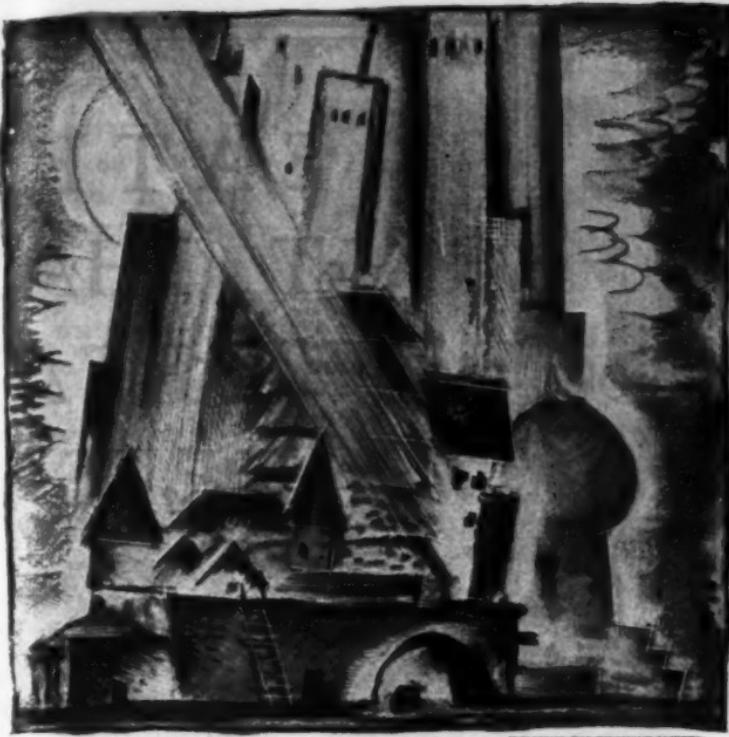
Louis Honig, president, continues in personal charge of the division of service and H. A. Stebbins, secretary, heads the division of crafts.

The Corman Agency to Suspend

The Corman Company, Inc., New York advertising agency, will suspend operations for an indefinite period at an early date. S. Wilbur Corman, president and majority stockholder of this agency, has announced that this move has been made necessary because of the fact that for the last two years or so he has not been able to give the agency the personal leadership and direction upon which its establishment and conduct were predicated.

E. H. Wilkinson, first vice-president, has been empowered to settle all matters in connection with the carrying out of contracts and other obligations.

Mar. 1, 1928



DRAWN BY ERVINE METZ

*"Each new mansion
nobler than the last"*

OLIVER WENDELL HOLMES

In no other advertising agency, we believe, is so little hampering supervision exercised. This has bred a sense of responsibility, of pride in the work—and has instilled the habit of scanning each new task in comparison with the task that went before. As a consequence the quality curve goes up and up and up.

The JOHN H. DUNHAM Company
ADVERTISING
TRIBUNE TOWER • CHICAGO

A GREATER MARKET THAN SEVEN GREAT MARKETS

ACCORDING to the Federal Census of Distribution the total of retail sales of the City of Chicago for 1926 was \$1,980,846,000, 11 per cent more than the total retail sales for Baltimore, San Francisco, Seattle, Kansas City, Denver, Atlanta and Syracuse combined.

Retail trade is the index of cities. In Chicago the retailer has built a market greater than seven great markets . . . a two-billion dollar sales area so compact that it may be covered by one sales and merchandising force, thoroughly penetrated by one advertising medium.

THE CHICAGO

Chicago's Home

R
A
N
T

Retail advertising practice is an index to media, too. In Chicago retail advertisers, representative of the builders of this great market, place more advertising in The Daily News than in any other Chicago daily newspaper, a valuable guide for every advertising campaign.

e index
Chicago
built a
than
ets...
ur sales
that it
by one
adising
pene-
vertis-

For the best results from every merchandising effort in 1928 concentrate in Chicago. For the best returns for every advertising dollar concentrate in The Chicago Daily News.



ADVERTISING REPRESENTATIVES

NEW YORK

J. B. Woodward
118 East 42nd Street

DETROIT

Woodward & Kelly
400 Fine Arts Bidg.

CHICAGO

Woodward & Kelly
300 North Michigan Avenue

SAN FRANCISCO

C. Geo. Krogness
253 1st National Bank Bidg.

MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES

GOAILY NEWS

's Newspaper

Oklahoma
City
Business
Better
than in
9 years

average for the period from 1920 to 1924, and 12% greater than January last year, according to a statement just released by the Standard Statistics Company of New York.

This unusually persistent prosperity of the Oklahoma City market offers every national advertiser a real opportunity to increase his 1928 sales. The 728,624 people living within Oklahoma City and its trade area are interested in every sort and class of merchandise and more important, they are financially able to buy what they want. These Oklahomans are live prospects that can be reached and sold with but one advertising cost

— space in —



The DAILY OKLAHOMAN OKLAHOMA CITY TIMES

Thoroughly and alone
cover the Oklahoma
City Market



E.KATZ SPECIAL
ADVERTISING AGENCY
New York - Chicago - Detroit
Kansas City - Atlanta
San Francisco

**The OKLAHOMA
PUBLISHING CO.**

also publishers of

The OKLAHOMA FARMER-STOCKMAN

We Skipped the Futile Week and Made It a "Red Wheel Year"

All Records Broken When Salesmen and Dealers Set Out to Sell Gas Stoves the Whole Year Round

By C. F. Farnham

Advertising Manager, American Stove Company

FAR be it from us to decry the national week. No doubt "Apple Week," "Kid-glove Week" and "Toupee Week" have their rightful part in our nation's destinies. Hence, the purpose of this article is not to pry loose from their concrete foundations any beliefs that business should not have special "days," "weeks" or even "months" to exploit and enjoy to the last penny.

As we did not campaign our "Red Wheel Year" to the public, but rather kept the push within our sales organization and those of our dealers, the referees for special days and weeks may rule that we are "out-of-bounds" or "off-side," or whatever it is that counts one out as not playing according to the rules.

**TWO-COLOR
THAT THE**

Now, how did this condition come about, that is, what occasioned a Red Wheel Year?

To answer this clearly, the story has to become a little historical.

In the spring of 1915, the Direct Action Stove Co. Division of the American Stove Company sold, through its dealer, to a Mrs. J. L. Minsker in Charleston, W. Va.,



TWO-COLOR MAGAZINE ADVERTISEMENTS WERE USED SO THAT THE RED WHEEL COULD BE FEATURED IN ITS NATURAL COLOR

the first gas range ever made with an automatic oven heat regulator. Nothing apparently very momentous in the event. No one took any particular notice or paid any attention. No fireworks, just a sale. But it brought around a tremendous revolution in domestic cooking. It was veritably "a shot that was heard around the world." And the reverberations are far

from silent yet—if anything, they are getting louder.

In simplest terms, until the invention of the Lorain Oven Heat Regulators, all women through past centuries had cooked in an oven by mere guesswork; now, a growing multitude cook by precision, using exact measurements of "Time and Temperature."

When we first offered the new accurate method of cooking to the public, we expected that it would be accepted eagerly. To our surprise, we found that housewives looked askance at it. The innovation, the change of habit, was too much for them. To the ordinary housewife it was new-fangled cooking and we found that it meant a big, long job to sell the women of the country this strange idea. Willy-nilly, we had become pioneers with all a pioneer's heart-breaking task before us. And the discouraging part was that the trade, at large, stood on the sidelines and razed us unmercifully. Fellow salesmen joshed our salesmen as being "nuts" for thinking that women were going to cook with a Red Wheel.

After a number of years of slow, up-hill work by the Direct Action Stove Co. Division, the American Stove Company, which had been watching the experiment with interest, decided to adopt the Lorain as a standard for all its gas ranges (we have six stove manufacturing divisions) and go into national advertising to break down the prejudice of women against cooking by precision. Our first advertisement was a full page in a women's magazine, May, 1919. Other magazines were added as fast as we felt need of them.

It sounds crazy to say that women had to be educated away from cooking by chance, with all its attendant worry, anxiety over results and frequently spoiled foods. But such is the truth. The average housewife was afraid to trust her baking to the automatic regulation of a wheel. Besides, "bake at 350 degrees for one hour" was too big a puzzle to her, she'd rather "bake in a moderate oven until done"—though no two cooks ever agreed on how hot was "a

moderate oven." This kind of cooking required that the operator stand over the hot stove and watch. "Eternal vigilance" in those days was not only the price of liberty but that of good cooking.

Therefore, all of our copy and illustrations were used to educate the women to a new method of cooking. We said nothing about our products, stoves, but talked only about Time and Temperature Cooking and its magic advantages. We had to do this. The story was so big, the prejudice so firm, that it took all our space for educational work.

We pictured in four colors (and plenty of black and white) tempting specimens of perfectly cooked viands produced the Lorain way.

In the early stages of our advertising venture we felt the need for an identifying mark for the Lorain, something that would make it stand out on a stove "like a sore thumb," something that was unforgettable.

As gas ranges then were always made in a combination of black and white, the most startling and eye-catching thing that could be put on a stove would be something red. So we colored the regulating dial of the Lorain red and started on its way the slogan, "Look for the Red Wheel." Hundreds of millions of this injunction have been scattered broadcast.

We pounded away on this line for a term of years until we were sure that we had put the idea of "Time and Temperature Cooking" over.

This we were sure of in 1926 when—

Practically every gas range manufacturer had a heat regulating device of some kind on his stoves.

Every woman's magazine showed accurate Time and Temperature in its recipes instead of the vague terms, "hot oven," "slow oven," etc.

Hundreds of thousands of women were successfully cooking by Time and Temperature and telling their less fortunate sisters of the banishment of "unlucky baking days" from the kitchen,

Over 2,000 schools and universities had Red Wheel gas ranges for instructing their students in cooking. (We keep a careful list of each school installation, now over 2,500, and growing daily.)

Hundreds of churches, lodge rooms, etc., where women congregate and talk, had Red Wheel stoves for group cooking.

Every test kitchen of merit had a Red Wheel range for its experimental work.

Having satisfied ourselves that we had put Time and Temperature over the brow of the hill, the American Stove Company decided that the period had arrived when we safely could say something about our six makes of gas ranges, and the company behind them. We had altruistically pioneered for an entire industry; now was the time to be selfish and restrict our remarks to our products instead of a principle.

TWO-COLOR ADVERTISEMENTS

So, in the fall of 1926, planning for the advertising year of 1927, we decided that we would use nothing but two-color advertisements, red and black. This was because we had dropped the style of advertising wherein we pictured cooked food perfection and told how it could be obtained by accurate heat regulation.

We used two colors so that we could illustrate the Red Wheel in its natural hue. We also planned to show in each advertisement an illustration of one of each of the six lines of gas ranges that featured the Red Wheel.

The Red Wheels were shown in full size and color and, naturally, were the most prominent part of the page. This gave us a year's campaign to run in practically all the leading women's magazines and national weeklies, showing the stoves and Red Wheels—a year of "Red Wheel Advertising."

To round out the magazine campaign we filled in the thin spots with quarter-size black-and-white advertisements.

Having decided on a year's advertising of stoves with the dominating Red Wheels, we arranged for a new type of salesmen's ad-

vertising portfolios, in loose leaf form to carry six months' advertisements at a time. Heretofore, we had had a sort of perpetual portfolio that required the insertion of new advertisements by the salesmen as they were issued.

Next, we planned for a series of window displays with immense Red Wheels as the center and most prominent feature.

Our sales organization laid plans to have their forces—six of them as we have six separate sales forces under six sales managers—make a concerted drive to get more Red Wheel business in 1927.

Quotas for the year were set for all divisions, which in turn set quotas for the individual salesmen. Quotas were set for Red Wheels, for gas ranges, for dealer co-operation in the way of local newspaper advertising, etc. The quotas for divisions had individual variations as each sales manager is an independent executive and handles his sales force to meet his particular division's requirements.

Salesmen, with the counsel of the sales manager, in turn, broke their quotas down by towns and dealers. This was nothing new as we have always operated this way. The newness was the increased quotas to be met in the year 1927 in which we changed our advertising policy.

In the midst of these plans and conferences it was but natural for us to speak, off and on, of "making 1927 a Red Wheel Year." Letters and talks to salesmen were always about the forthcoming change of advertising copy covering a year of Red Wheel display. So, eventually, we said, "Why not? Let's make 1927—the Red Wheel Year!"

No sooner thought of than adopted and quickly all of our letterheads carried on the bottom the message, "1927—the Red Wheel Year." House-organs and circular letters to salesmen had the same slogan. In fact, one division printed on the bottom of its division house magazine "1927—Must Be a Red Wheel Year." We are proud to say that our dealers endorsed the idea and rallied around

us enthusiastically to make "1927—a Red Wheel Year." And right here, speaking of the loyal response of our dealers, let us say that our policy has always been, not only to make good customers of our dealers, but good friends.

We printed enough of the portfolios showing the Red Wheel campaign, to give each dealer one. They were delivered personally to the dealer by the salesmen. This gave the salesmen an excellent opportunity to go over the advertising with the dealer, and make plans to help the dealer sell more stoves.

The second portfolio with the next six months' magazine advertisements carried in addition, the dealer free newspaper service with which the trade could tie-in with the Red Wheel Campaign. The first portfolio was not decided upon soon enough to include the dealer advertisements.

"Magic Chef," our monthly dealer magazine, helped to put over the Red Wheel Year idea, though, as was mentioned, we made no attempt to advertise to the consumer public the fact that it was a Red Wheel Year. It was a sales drive pure and simple by the combined sales forces of the dealers and the American Stove Company.

NO "RED WHEEL WEEKS"

While we made it a Red Wheel Year, we might mention that we had two peaks following the usual stove selling seasons, a week in April and a week in September. These were the weeks that we peaked our advertising to a crescendo, yet we were very particular not to take the stress off the rest of the year by calling them "Red Wheel Weeks." We simply told our salesmen to work upon their dealers to push stove sales all they could during the entire year but to push them harder during the two peak weeks.

Stoves, while they have their best seasons, are not seasonal in the sense that palm-leaf fans and ear-laps, are seasonable. So, in our opinion, a stove week push is futile as it only implies that sales should not be pushed quite so hard

the rest of the year. This spells let-down.

Did we meet our quotas, you might ask? Yes and no. Of course, the quotas were set high enough to put the men on their mettle and spur them to their utmost. In most cases the men went over the quotas generously. Others were not so fortunate, due to local conditions such as strikes, floods and crop failures.

But in the face of a year of "profitless prosperity" when many manufacturers met with a loss of business, we increased our sales of gas ranges by many thousands, sold many more Lorain Regulators than ever before, broke all records for school installations, had more tie-up dealer newspaper advertising than at any time in our history and had a wealth of photos pour in from enthusiastic dealers who had Red Wheel window trims. In fact, so well pleased were our officials that the same program has been adopted and our letterheads and house-organs now carry the message, "1928—Another Red Wheel Year."

Scandinavian Publications Appoint Joshua B. Powers

The Stockholm, Sweden, *Svenska Dagbladet* has appointed Joshua B. Powers, publishers' representative, New York, as its advertising representative in the United States and England.

Hjemmet, Copenhagen, Denmark, has also appointed Joshua B. Powers as its advertising representative in the United States and England.

B. B. Orwig, Advertising Manager, "Architecture"

Benton B. Orwig, who has been associated with Charles Scribner's Sons, New York, for more than eight years in charge of advertiser's copy, plans and promotion for *Architecture*, has been made advertising manager of that publication. In addition to his other duties, he will continue to edit "The T Square," also published by the Scribner company.

Allis-Chalmers Acquires Pittsburgh Transformer

The Pittsburgh Transformer Company, Pittsburgh, has been taken over by the Allis-Chalmers Manufacturing Company, Milwaukee, and will be operated as the Pittsburgh Transformer Works of the Allis-Chalmers Manufacturing Company.

Why The Bulletin Dominates Philadelphia

New advertisers are always surprised by the remarkable results secured through the Evening Bulletin. Even a circulation of 549,148 daily doesn't account for its influence. The reason is that the Bulletin reflects the Philadelphia spirit . . . modest, steadfast, and independent. Philadelphia people buy it . . . read it . . . *and trust it!* You will find no equally authoritative sponsor for your selling message in the Quaker City.



The Evening Bulletin



The Most Prosperous Consumers in the United States

Earnings—income—money in the bank, all determine purchasing power.

Money—the ability to buy—is the first requisite in the prospective customer. It is the first consideration of a manufacturer cultivating any market.

The New York Market—the richest market in the world—has a population of 9,500,000. 31% of all the money in the Saving Banks of the country is concentrated in New York City.

2,500,000 men and women in the New York Market are engaged in gainful occupation. About 1,000,000 income tax returns are made in the New York Market—a greater number than in all the New England States combined.





ous New York Evening Journal readers have money. They are people of substance, with a bank balance and a high standard of living. They live well, dress well, and enjoy the good things of life. They have both the means and the desire to buy.

Over 680,000 homes are served daily by the New York Evening Journal—nearly half of all the people who buy any New York evening newspaper.

These consumers—with money—can be reached by the New York Evening Journal.

No other market anywhere can offer to advertisers as great an opportunity to reach so many people with such high purchasing power.

CIRCULATION FOR SIX MONTHS ENDING
SEPTEMBER 30, 680,681 DAILY NET PAID

NEW YORK EVENING JOURNAL

*Greatest Circulation of any Evening Newspaper in America
and a QUALITY Circulation at THREE CENTS a Copy Daily
and FIVE CENTS a Copy Saturday*

Hearst Building
Chicago, Ill.

2 COLUMBUS CIRCLE
New York City

General Motors Building
Detroit, Mich.



Mar. 1, 1926

The **Second
largest
* morning
newspaper
circulation
in America**
**in a morning
newspaper city**

*Standard Size Newspapers



**THE CHICAGO
HERALD & EXAMINER**

January Averages: Daily, 425,179; Sunday, 1,154,659

National Advertising Manager—J. T. McGIVERAN, JR.
EUCLID M. COVINGTON T. C. HOFFMEYER
285 Madison Ave., New York 625-6 Hearst Bldg., San Francisco

A Direct-Mail Campaign That Failed

No Trouble Here to Find the Reason Why

By the Specialist Who Did It

A MANUFACTURER, uninvited, offered himself as a client to a certain direct-mail specialist. He was refreshing in his candor thus:

"I have advertised until I am black in the face, in newspapers and magazines and it hasn't worked. I don't believe in direct-mail advertising, but I'm going to take a crack at it."

The specialist balked. It sounded like too much of a job, that "don't believe in it" reservation of the manufacturer. He sought to ease himself out by naming a retainer fee which, he thought, would repel rather than ingratiate. To his amazement, the would-be client replied: "That's all right with me," and the specialist was in for it then and there.

The client graciously volunteered to marshal enough of the publication advertising campaigns which had been used for the enlightenment of the direct-mail man, whereupon the latter made a mistake. He said: "No, I prefer to study your problems from my own angle, uninfluenced, so far as may be, by what you have been doing." That was all very pretty, but if the direct-mail specialist had only done the other thing . . . well, he didn't.

There was a price problem, and the specialist recommended price cuts. In the light of after experiences the direct-mail man might well have been surprised at the acquiescence of the manufacturer in the price recommendation. At all events, prices were reduced, and the wheels began to go round. The initial revolution of the wheels took the form of a letter to the trade, seeking to build good-will, which was frankly needed. This letter was not hastily and haphazardly thrown together. On the contrary. When it was done and submitted to the manufacturer, the latter

read it in the presence of its author and pronounced it good, and then, "Let me mull over it for a day." He added: "You won't mind a change or two, if I care to make them, will you?" The specialist in a burst of generosity countered: "Pride of authorship doesn't count with me. Certainly you are at liberty to change it."

When next the expert saw his handiwork he was staggered. Instead of a straightforward, businesslike, warm, human, red-blooded letter in which fewer than 125 words had been carefully chosen from the lexicon of American English, the letter had become a letter of nearly two full letterhead pages. In it there were: A history of the company, a rehearsal of the hopes and ambitions of the manufacturer, a ballyhoo of the product in terms extravagant rather than convincing, endless detail of price and terms and deliveries, plus, plus, plus—precisely the kind of letter that would not be read by one out of a hundred customers or prospects, and the lone reader out of the hundred would as surely be repelled by the affront to his intelligence.

The specialist ventured expostulation; the manufacturer became irascible; the letter went as the owner of the business had written it, and it went for nothing, of course.

What next to do was a problem for the direct-mail man. Before he had time to formulate his readjustment the manufacturer, impatient for action, issued orders. He did not do the expert of long experience the courtesy of an across the desk discussion. He arbitrarily ordered the preparation of a four-page leaflet. Now, because the initial letter had been so dismal a failure, manifestly, if the story was to be adequately presented through a piece of printing,

something more than a mere leaflet was required. A brochure was suggested. The manufacturer's reaction was friction.

"I said leaflet," was his brutal retort, and just a bit spinelessly the specialist acceded.

The leaflet was written. When the boss got through with it, it was a folder folded four times, one of the most remarkable examples of how not to do it that had ever come within the ken of the man who for many years had been engaged, not without success, in direct mail. The folder fooled no one but the manufacturer and his pocketbook.

The situation had now become a game with the specialist; a game to ascertain just how far along the road of dampfoolishness he could travel without blowouts or blow-ups. For six long, trying months he tried. Not one piece of copy did he write that was not rewritten by the chief. Rarely was an idea permitted to stand as was. Seldom was a gem (to his way of thinking) permitted to sparkle. Once he suggested a series of three letters to "put across" a new number in the line. The manufacturer liked, actually liked, the letter idea, but he rewrote at great length the three expert letters and surreptitiously added another three and all six were "busts."

There came a time when the specialist awoke to the fact that not a constructive piece of work had been done, that the money which had come to him in fees was sheer waste from the standpoint of business promoted, that the whole campaign had utterly failed, that if he were to accept renewal fees it would amount to taking money under false pretenses. Curiously, the manufacturer volunteered to renew, and about the only reason that the specialist could assign was that the manufacturer liked to have the specialist around. There could have been no other logical reason.

In the interim the direct-mail man had been making discoveries. There was a market for the product, and the volume ought to have been sizable. Production methods,

however, were wrong, the manufacturer had absolutely no idea of proper methods of distribution and he would not listen to his sales manager and other executives. His turnover in personnel, both in factory and office, was tremendous; his manufacturing costs, like his selling costs, were out of all proportion, and the sum of it all was that the manufacturer was content with a living out of it, while fooling himself that some day somehow he would do big things.

The specialist did not renew, pleading pressure of new commitments, while not resisting the valedictory opportunity to say a few pointed things which served to eliminate from his system convictions which had been festering. The manufacturer smiled a nasty smile and stilettoed with this: "You advertising men know it all and know nothing. From now on, I'm going to write my own stuff."

Just for the fun of the thing, the specialist took a pencil and made little marks on a piece of paper, each mark indicating an advertising agency turnover during a period of seventeen months. There were six of those little marks, and the mathematics of it would seem to indicate that in seventeen months this manufacturer had played with six advertising agencies.

And, once more, just for the fun of the thing, the specialist in direct mail inquired of those six advertising agency contemporaries of his to determine the why of an agency turnover of six. He discovered that his own experiences had been theirs. No copy staff in any agency, from the chief of the copy desk down, had ever been able to lay down a layout with copy which this strange manufacturer had not emasculated and ruined.

Thereupon, the direct-mail specialist took courage.

O. B. Capelle with Peerless Motor Car Company

Oliver B. Capelle has resigned as assistant advertising manager of the Sterling Manufacturing Company, Cleveland, and has joined the Peerless Motor Car Company, also of Cleveland, in a similar capacity.

Why Sales Managers say: "Use The NEWS Exclusively in Indianapolis"

Sales management today is not conducted on guesswork. Every plan, every policy, every expense is carefully weighed. The successful sales executive must not only produce volume of sales but also *profitable* sales No sales manager wants a top-heavy advertising expense saddled on any of his territories.

In Indianapolis, The NEWS has such a large circulation, such complete coverage and such powerful prestige that no other advertising expenditure is necessary in this rich market. An adequate campaign concentrated in The NEWS carries the full load Use The NEWS *exclusively* in Indianapolis, as 447 national advertisers did in 1927.



The INDIANAPOLIS NEWS *sells The Indianapolis Radius*

DON. BRIDGE, *Advertising Manager*

New York: DAN A. CARROLL Chicago: J. E. LUTZ
110 East 42nd St. The Tower Bldg.

NEWS 1927 circulation was largest in NEWS 58-year history

Super-Advertising Is Opening a Pandora's Box

Superlatives Are the Shock Troops of Mental Poverty

MCJUNKIN ADVERTISING COMPANY
CHICAGO

Editor of PRINTERS' INK:

YOUR articles appearing in PRINTERS' INK unreservedly condemning the increasing tendency in much of the recent advertising copy to indulge in the use of exaggeration in an effort to sell products deeply interest me. They are timely and will be helpful in emphasizing a development which, unarrested, will lift the lid of a veritable Pandora's box of ills.

To command public confidence advertising must be truthful, and every intelligent advertiser appreciates this prerequisite if he understands human psychology. It has required long, earnest and strenuous effort to establish advertising on a basis where the public recognizes it as not only having the right to exist but as an important guide in enabling the public to appraise genuine values.

To undermine this confidence is to undo all the good work accomplished over a long period of years. To say this or that article is "incomparable," "pre-eminent," the "greatest in the world" and expect the proletariat to swallow these bombastic claims is to display little knowledge of the mental processes of the average person. What must the "dear reader" think who turns the pages of our magazines, or scans the columns of our newspapers to read identical "supremacy" claims made for competing products? How much more dignified, sensible and effective would be a truthful description of the product and what it will do for the prospective buyer. There is always that about any product that supplies enough human interest, enough appeal to supply any copy writer with all the "atmosphere" he needs, without recourse to the vocabulary of exaggeration.

It does not pay to use superlatives, misrepresent quality or resort to "trick copy"—to juggle

words to leave in the reader's mind impressions of the article sought to be sold that will prove fallacious to the purchaser. I have a pertinent instance in mind of a large Chicago house which used advertising space to lure customers into the store, depending on the suave tact of its salesmen to "explain away" glaring misrepresentations.

The concern in question advertised on one occasion the sale of \$5-a-yard silk at \$1. This spectacular reduction packed the store with customers, and when a request was made for the "bargain" silk the clerk would smile and say "that was only in the advertisement." On account of this gross deception of the public the concern of which I was advertising manager omitted all mention of values in its advertising. The store resorting to the malodorous deception was finally forced out of business through lack of public patronage.

If only the advertiser or his agency employing exaggeration suffered there would be no serious reason for alarm. But unfortunately the good and bad are mixed indiscriminately in the public mind, and all suffer for the sins of the few. It will be a glorious day when advertising can stand and say, with fearless confidences in its own integrity and high-minded purpose: *I am the truth.* This millennium will certainly be indefinitely postponed if the tendency, becoming more pronounced day by day, to indulge *ad libitum* in exaggeration is not frowned upon by advertisers and agencies alike.

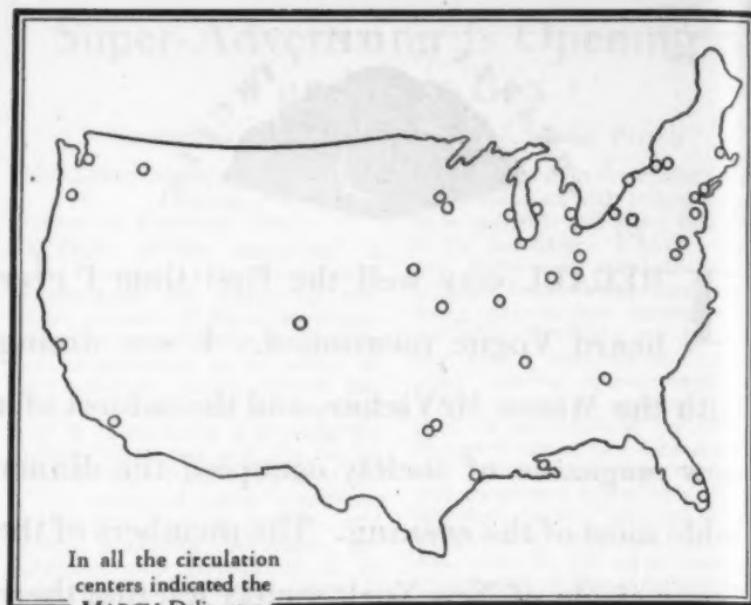
I am glad you are bringing this skeleton out of the closet, and I hope the rattling of its bones will have a salutary effect wherever copy writers are tempted to win approval of the product they promote by drafting into service the shock troops of mental poverty—superlatives.

WM. D. MCJUNKIN,
President.



"I RECALL very well the first time I ever heard Vogue mentioned. I was dining with the Misses McVickar, and the subject of a new magazine of society occupied the dinner table most of the evening. The members of the inner circle of New York society felt that there was no journal which accurately reported the news of their world, and two clever young men, Arthur Turnure and Harry McVickar had undertaken to supply this need** . . . Thus Vogue began, in the "*inner circle of New York society.*" And since then, Vogue's influence has, by virtue of an infallible authority, radiated in ever-widening circles until, today, it encompasses four countries . . . America, England, France, and finally . . . Germany.

*From "The First Thirty Years"—by Walter G. Robinson, in the January 1, 1923 issue of *Vogue*.



In all the circulation
centers indicated the
MARCH Delineator
will be advertised

And here's
how we're
advertising
the MARCH
Delineator

The MARCH issue shows an
increase in advertising lineage
of 25% over the corresponding
issue of last year... the APRIL
issue shows an increase of 40.2%

It's the *First Issue* of
Delineator
selling at **10^c**
Instead of 25c

That's news!

And we're telling this news to the country
through seventy newspapers in
thirty-eight cities

Delineator at its new price will appeal to the
same sort of people

but more of them

Delineator will be the same magazine

*but its quality is improv-
ing with every issue*

Delineator will retain the same advertisers ..

*but their number is
constantly growing*



Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY

Every weekday
more people walk
up to their news stand
or newsboy and
unsolicited by
premiums or
“home delivered” bargain
rates of 10c a week—
buy the
Detroit Times
because they
prefer it—wouldn’t
you like to sell
your merchandise
that way?

	1920	1927
DETROIT TIMES . . . <small>(City Circulation)</small>	5,025	251,259
DETROIT NEWS . . . <small>(City Circulation)</small>	205,911	247,154

The Times has grown with Detroit

How One Salesman Unravels Collection Snarls

This Salesman Helps Dealers Establish a Credit Status That Assures Available Cash for Current Bills

By R. Milo Ropp

Salesman, Tide Water Oil Sales Corporation

[EDITORIAL NOTE: The PRINTERS' INK article to which Mr. Ropp refers described the salesmen's compensation plan of the Crescent Manufacturing Company, which pays its salesmen a commission on collections instead of sales.

Most salesmen, as did Mr. Ropp, hate collections. They feel that it is up to the credit department to do the collecting. But Mr. Ropp, for reasons explained in his article, now spends considerable time keeping accounts in good financial shape.

It would seem that such a policy pays, for he was recently named Western sales champion of the Tide Water Oil Sales Corporation.

The article on the Crescent plan, "These Salesmen's Commissions Are Based on Collections," appeared in the December 15, 1927, issue.]

IF I had read the PRINTERS' INK article about paying salesmen a commission on collections at a time when I was first struggling with the salesman's order book, I might have said, "It's the bunk." Frankly, I hated collections and never overlooked an opportunity to pass the buck to the credit department. Even that kept me between the fire and the frying pan for I always feared that the credit department would gum up the works and destroy my chances for a big sales volume. Often was I tempted to hide the true status of an account from the credit manager, for I thoroughly disliked the "disagreeable" battle to get the money. I alibied myself with the statement that "I'm paid to sell merchandise, not to collect bills."

Now I get a thrill out of collecting a bill, or rather, I enjoy the work involved in making collections easy. However, there's a big difference between posing a stage frown with a stern demand for money, and doing constructive collection work that not only gets the money, but builds increasing volume. Other companies might profitably follow the lead of the

Crescent Manufacturing Company in the matter of team-working sales and collections. However, I don't pretend to say whether or not it is advisable to pattern this company's method of devising special compensation incentive for the collection work. Every successful salesman will, sooner or later, learn that efficient collection work means greater sales volume, and that should be incentive enough.

Others may be interested in learning why and how my attitude toward collections came to be reversed.

Collections require as much skill, adroitness and intense study as sales. When I learned this my entire outlook changed; it kindled my interest in this phase of my work, in much the same manner as a game of skill. Instead of merely trying to get a check from a customer at regular intervals, I found myself taking a keen interest in his credit problems.

Therein lies what little success I have had as a salesman-collector. I consider the bills payable from the dealer's standpoint, rather than from that of the house. This is premised from the common experience that the dealer who is lax in paying bills is lax also in managing his own credit and collection matters.

Many times have I sold a drum of oil to a dealer, sometimes a new account, signed a ten-barrel agreement and came away all enthusiastic over his place of business, his retail outlet, and his method of handling the public. Perhaps he is sold on the first of the month. I tell him he could use our product thirty days in the current month and an additional ten days of the following month and then avail himself of a 2 per cent cash dis-

count besides, on that date—thus making a total of forty days in which to move the product. Apparently the terms please him and I feel he could easily pay for the amount of one drum and meet a discount.

Instead, about the middle of the next month, I receive a notice from the credit department advising that this dealer has not paid his bill. I call on him at once and ask if he was not successful in moving Veedol, and find that he was so much so that the drum is empty.

I casually mention to him that he is in arrears, and want his check and another order. He seems willing enough to pay, but has no money. I argue that there is no reason why any dealer should sell one full drum of oil at retail prices and not be able to pay us its original cost, which is approximately one-half of what he has taken in, unless he is doing an unusual amount of credit business with slow customers.

A SESSION IN CREDIT MANAGEMENT

Then begins my first elementary lesson in credit management. It's simple enough, but I don't recall a single instance where it has failed to give a dealer an entirely new perspective of his business. Though this lesson in credits concerns oils, I see no reason why it cannot be adapted to dry goods, hardware or anything else.

In the case referred to, I begin to talk "credit business" with the dealer, with a view of pointing out the danger of too liberal credit. I show him that he is carrying more credit accounts than the size of his business warrants, perhaps. If he is doing principally a cash business and still claims he cannot give me a check, it is almost a certainty that he bought and sold my product, took advantage of our credit terms and used his profits to pay other obligations, not infrequently to help pay the daily gas bill which is cash on delivery.

While talking thus in general terms about credits, I draw a sketch or diagram of an oil drum, using fifty-two gallons as a basis

and dividing this into thirds.

I then make the following explanation: "Selling two-thirds of the quantity purchased at 35 cents a quart would be 136 quarts, making a total of \$47.60. Subtracting this gross from the cost of \$36.40 leaves \$11.20 profits. If you sell the same quantity at 30 cents per quart, your profits are \$4.40. You either have a profit of \$11.20 or \$4.40 above the original cost of the oil, depending on your sales price."

"This still leaves you one-third of the gallonage, or eighteen gallons which may be sold in one or five-gallon lots, at varying prices per gallon, ranging from \$1 to \$1.15. If you must do some credit business, do it on that one-third, after you have sold two-thirds at quart prices. This would pay our bill in full and leave you a profit besides of either \$11.20 or \$4.40."

This, I find, takes only three or four minutes to explain, using a pencil and paper, and very frequently the effect of standing before the empty drum brings home the message more forcefully. Getting down to brass tacks, and showing the dealer the importance of relative values in the safe conduct of his business—in language that he can understand—unravels many collection problems. It makes the dealer realize that in either case he is operating along the wrong line—either too much credit or misusage of the profits on his sales of our products. If properly presented in the spirit of helpful cooperation, my experience has been that it will make a better dealer out of him, cause him properly to respect our obligations, and lessen future collections efforts, or better yet, make a prompt-paying discount dealer for the salesman and the company.

Splitting the order into cash and credit units is a potent weapon for the salesman who wishes to build up his dealers along safe lines.

This principle can be enlarged upon in helping the dealer establish a workable credit control figure to govern his business as a whole. For example I learn how

A light in the dusk

Confronted by a need of clairvoyant powers which are not his, the advertiser of today must perforce subject his judgment to the precise agency which he in turn employs to influence those to whom he offers his product. Deluged with a ceaseless flood of media advertisements (such as this) he must seek among them for the light of fact shining in the dusk of theory.

Such facts, for example, as the significant record of the Chicago Evening American in total display advertising over a period of years:

1920 . . .	7,425,426 lines
1921 . . .	7,957,653 "
1922 . . .	8,064,865 "
1923 . . .	9,553,248 "
1924 . . .	10,188,832 "
1925 . . .	11,263,150 "
1926 . . .	12,022,996 "
1927 . . .	12,620,446 "

Such consistent and persistent growth, for so extended a period, is certainly acceptable proof of demonstrated productivity resulting in increasing usage by old and new advertisers.

National Advertising Executives

RODNEY E. BOONE
General Manager
National Advertising
9 E. 40th Street
New York City

H. A. KOHLER
Manager
Chicago Office
929 Hearst Building
Chicago

W. M. NEWMAN
Manager
American Home Journal
1007 Hearst Building
Chicago

F. C. WHEELER
Manager
Automotive Advertising
901 Hearst Building
Chicago

L. C. BOONE
Manager
Detroit Office
Book Tower Building
Detroit

S. B. CHITTENDEN
Manager
Boston Office
3 Winthrop Square
Boston

CONGER & MOODY
Representatives on Pacific Coast
927 Hearst Building
San Francisco

FRED H. DRUEHL
Manager
Rochester Office
136 St. Paul Street
Rochester, N. Y.

KENNETH J. NIXON
Manager
Atlanta Office
82 Marietta Street
Atlanta, Ga.

CHICAGO EVENING AMERICAN

a good newspaper

his accounts receivable are running, and I suggest a figure within which he should keep them in the months ahead. Whether he has \$4,000 out on credit or \$5,000 may mean the difference between meeting payments promptly with us or getting in arrears.

Of credit business done in October, say, I endeavor to learn what proportion the dealer collects during the month of November. Many times he doesn't know exactly, but I proceed to tell him percentages of successful retail businesses in his line—45 per cent, 48 per cent, sometimes better than 50 per cent. I suggest a control for him and try to get him to agree to attempt to reach it each month. Similarly, I sound the dealer on his annual credit losses. If they are more than one-half of 1 per cent, I convince him that something is wrong. Collecting a bill means more than just getting a check for the amount. It gives me a wonderful opportunity to talk business administration in its broadest aspects, and I am convinced that such informal, friendly conversations bring good and lasting results. But the salesman must be absolutely fearless, as well as frank. Too often the dealer is told only what he likes to hear.

I recall an instance where a dealer was enjoying a remarkable growth in volume—a repair and body-building concern. The man was enthusiastic about a big order he had just landed. I was not impressed. "If your volume keeps growing, I'll have to put you on a C. O. D. basis." The dealer was dumbfounded, but he knew I meant every word of it. He protested. I explained to him that he didn't have enough capital to swing his business. Previous visits had disclosed financial circumstances, and I had been looking for an opportunity to sound a warning. However, he would not listen until I invited him to talk it over with his banker. The banker backed up my judgment, and resultant a loan was negotiated. It was when the banker asked him what he would do if his customers did not pay up promptly

that this dealer was cornered into admitting the weakness of his business.

I suppose it was brutally frank of me to parade my customer's lack of business judgment, but such frankness does not mar a friendship if spoken in the right spirit. I'm getting more business than ever from this dealer, and his credit rating is good.

Now it is not always easy to inspire the dealer to be equally frank. But I have a method of giving such a customer the third degree. I do not ply him with a barrage of questions. On the other hand I talk trivialities—golf, baseball, weather, crops—anything of an inconsequential nature. Suddenly I will fire a question at him that requires a mere "yes" or "no" reply to give me the information I want. Invariably he will answer truthfully and to the point, for he is taken off his guard. In other words, he virtually answers "in his sleep." He answers before he knows what it is all about. Sometimes, the "yes" or "no" will extend into explanatory details before the dealer realizes that he is divulging information which he did not intend to give me.

JUDGING A DEALER'S HONESTY

Sometimes there is the question of extending credit to a new account. Of course, I try to judge the man, but do not always rely on appearances. In such a case I try to get his reaction on a hypothetical case. For instance, I tell him about a dealer in another city who does so and so—outlining a situation not strictly honest or ethical. I try to do this without showing bias one way or another—merely relating the facts. I watch him closely, and more often than not his reaction will show itself, if he does not say a word. Generally, however, if the man is the type who would do likewise, he will begin to hedge, and defend the action of the other dealer, or vice versa. In any event, this gives me a clue to his character, which often is the only basis we have for extending or withholding credit. If he is honest, my ex-

Making It Easy

• • •
Booklets and catalogs are meant to be read, but few of them are so planned that they may be *easily* read and *easily* understood.

The tired business man, the busy housewife, the harassed buyer—none of them have the patience to wade through page after page of cold type, just to convince themselves that they need what the seller wishes them to buy.

Here is a real problem, and we are continually working out ways to meet it.

If you send out booklets or catalogs in sizable editions, write or phone us for details.

CHARLES FRANCIS PRESS

PRINTING CRAFTS BUILDING - 461 EIGHTH AVENUE, NEW YORK



The Sunpapers

in January, 1928

Carried Over

74%

of All Shoe Advertising
Printed in Baltimore Papers

76%

of All Financial Advertising
Printed in Baltimore Papers

and

The Sunpapers

in January, 1928

Carried Over

80%

**of All Women's Specialty Shop
Advertising**

Printed in Baltimore Papers

Average Net Paid Circulation for the Month
of January, 1927

Daily (M & E) 265,677

Sunday - - - 199,907

**Gain of 13,540 Daily and 5,010 Sunday
Over January, 1927**

Everything in Baltimore Revolves Around

THE



SUN

MORNING

EVENING

SUNDAY

JOHN B. WOODWARD
Bowery Bank Bldg., 110 E. 42nd St.
New York

C. GEORGE KROGNESS
First National Bank Bldg.,
San Francisco

GUY S. OSBORN
300 N. Michigan Ave.
Chicago

A. D. GRANT
Constitution Bldg.,
Atlanta, Ga.

CO LGATE'S Octagon Super Suds is appearing in Detroit in The Free Press with a full schedule of considerable magnitude.



The Free Press and one other Detroit paper will carry the complete campaign, the other Detroit paper operating on a minority schedule.



Here it is interesting to observe that Colgate & Co. is concentrating practically all of its advertising in the columns of The Free Press. Besides the Octagon Super Suds campaign, this newspaper is carrying exclusively the Colgate

campaigns on Rapid Shave Cream, Ribbon Dental Cream, Pompeian Cream and Bloom Powder and Pompeian Massage Cream for men, which includes both rotogravure and black and white copy.



Astute analyzers of the constituents of the Detroit market invariably discover that to adequately and economically influence this particular portion of the U. S. A. it is essential that The Detroit Free Press be made a primary medium in the advertising set-up.

The Detroit Free Press

VERREE &

National

New York

Chicago



CONKLIN, INC.

Representatives

Detroit

San Francisco

perience is that he can be collected from without disturbance of friendship. Of course tact—salesmanship in collecting—must be used at all times.

I know of salesmen who, to maintain their personal position with dealers, will apologize for the house and even take sides with the dealer against the house, in attempting to collect an account. Aside from the ethics of the proposition, I consider such tactics proof of inferior salesmanship. We can keep the veneer on, and yet maintain our own position and the position of the house.

As a salesman, I consider it my responsibility to keep an account in good shape on the credit side as well as on the sales side. Making calls in person on the dealer, meeting other members of the trade, it is not difficult to keep closely in touch with a dealer's financial and general business condition. Personally, I prefer to do a little extra work on the credit side in the early stages of an account to avoid a disagreeable rupture later on.

And I've found that this policy increases my sales volume and my commissions—and that's the only answer I need to the problem of whether to pay salesmen, a commission on sales or a commission on collections.

Why Non-Advertisers Shun Advertising Agencies

JOSEPH W. SMITH & SONS
NEW YORK

Editor of PRINTERS' INK:

As Raymond Hawley has so well explained in your issue of February 2, an advertising agency can be of assistance to the non-advertiser. And the non-advertiser should somehow pay for this service. These points having been admitted, the question arises, why aren't these ideas more universally accepted?

There are doubtless many reasons, but one of them that perhaps has been overlooked is the erroneous idea conveyed by the name "advertising agency."

The non-advertiser says, "I don't want to advertise—why should I go to an advertising agency?" This state of mind, you may say, belongs in the primary school of business. Correct, but isn't that the school in which a good many of these non-advertisers are? I have heard this remark made fairly often by men whose businesses need marketing counsel, or just plain busi-

ness common sense, which a fresh viewpoint can so often bring them. And it is a considerable task to root this inhibition out of their minds.

Recently a good friend of mine who is at the head of a modest business came to me and said, "I know that we should do more business. I have a vague idea how, but I cannot seem to get down to a definite plan of action. I do not like to go to any Tom, Dick or Harry with my problem, but I know that you are a good friend of mine and I would like to have you go over the matter and see what we can do."

If the advertising agency could somehow be presented and pictured to the non-advertiser as a "good friend," rather than as just a factor in the placing of advertisements, this non-advertiser would not be inclined to rear and shy at its approach. In most cases, he has little conception of the scope of the agency and its possibilities for helping him. How to make this clear, how to picture itself to these prospective clients as a "good friend," is a selling problem that the agency will have to solve before it can market its services to non-advertisers on a fee basis. And a good part of the sales resistance will have been overcome when the advertising agency calls itself by some other name.

There's another alternative—educating business men in general as to the true functions of the agency. Associations of sauerkraut packers, greeting-card manufacturers, paint manufacturers, among others, advertise their products, why not an association of advertising agencies?

JOS. W. SMITH & SONS,
ROBERT LEVENSON,
Advertising Manager.

Dallas "News" Appointments

W. H. Benners, who has been with the Dallas, Tex., *News* for thirty-five years, during twenty of which he has held the position of business manager, has been appointed assistant to the publisher of that newspaper.

E. B. Doran, who has been with the *News* since 1895, becomes business manager.

Vernon R. Churchill with J. Walter Thompson

Vernon R. Churchill, one of the incorporators of the Honig-Cooper Company, San Francisco advertising agency and for the last twelve years its vice-president, has resigned. He will join the San Francisco staff of the J. Walter Thompson Company.

E. H. McCarty, Vice-President, Nash Motors

E. H. McCarty, for six years general sales manager of the Nash Motors Company, Kenosha, Wis., has been made a vice-president of the company. He will continue to direct the company's sales department.

Edward B. Butler, Business Pioneer

Wholesaler's Death Recalls His Origination of Modern Cataloging and Other Selling Principles

EDWARD B. BUTLER, chairman of the board of directors of Butler Brothers, died at his winter home in Pasadena, Calif., on February 20, at the age of seventy-five. He was the originator of some outstanding business practices which now are commonly used in merchandising.

He was regarded, for example, as father of the variety store business. During the life of the late F. W. Woolworth there was an amicable controversy between Mr. Woolworth and Mr. Butler as to which was responsible for starting the world's first variety store. In February, 1879, Mr. Woolworth opened a five-cent store at Utica, N. Y., which was a failure. In June of the same year he started a successful store of the same type in Lancaster, Pa. A month or so after the collapse of Mr. Woolworth's Utica venture, Mr. Butler, then a wholesaler in Boston, sold to Jason Bailey a stock of five-cent goods and the store proved a success from the start.

But whatever may be the decision as to who started the first five-cent store, Mr. Butler is conceded to have been the first wholesaler in this line, having founded the firm of Butler Brothers in Boston on February 1, 1877. The firm, consisting of three brothers, specialized in five-cent goods, later taking on ten-cent and twenty-five cent goods and eventually expanding into the wholesaling of general merchandise. From a little wholesale store in Boston was sent out the first mail-order catalog that was ever issued in the United States and from this store was also supplied the stock for Mr. Bailey's five-cent business.

In 1879 the firm moved to Chicago where it became a corporation, later establishing large distributing branches in New York, St. Louis, Minneapolis and Dallas. At the time of Mr. Butler's death a sixth distributing house was in course of construction in San

Francisco. Mr. Butler's passing removes the last of the three original Butler brothers, George H. and Charles H. having died while the business was young.

If any one of Mr. Butler's notable merchandising achievements may be set forth as his greatest it probably would be his origination of the science of cataloging as it is practiced today. His first "catalog" was a modest post-card printed in fine type on both sides and listing various assortments of five-cent goods. In those days there was no precedent to follow in this sort of merchandising, for the reason that mail-order selling, in wholesaling at least, was absolutely non-existent. Indeed it was something that was looked upon with suspicion. For anybody to attempt to sell goods by mail was to incur the stigma of an adventurer who was trying to do something dishonorable.

When the Butler firm had overcome this handicap and the business showed signs of being a success there then came up the mechanical difficulties of building something in the way of a catalog. Nobody had the least idea of how the thing should be done. Printers had no type suitable for the purpose; the right kind of paper was not obtainable; the art of illustrating merchandise as it is practiced today was unknown. The three Butler brothers had to find out, by patient experimentation and study, how to build a catalog. As they learned the fundamentals of the art they taught them to printers, artists and engravers. They even went so far as to design type.

All this knowledge came by degrees. The first type of illustration Mr. Butler ever used was cartoon drawings executed by himself. These were of a semi-humorous type and would be accompanied by breezy presentations telling of the firm's merchandise and the opportunities it could offer



More Power to Jacksonville!

WHEN ALL the k. w.'s of 1927 were tabulated in the municipal light and power plant, the city discovered that 1927 earnings had exceeded those of 1926 by 16 percent (and someone has said 1926 was a "peak" throughout Florida!)

But interpret these comparisons: First 10 months of 1926, gross earnings \$1,741,600; in 1927, \$2,020,700—and consider it in terms of new homes and apartments, additional outlets, more appliances and steadily growing population.

This is the modern, rising, responsive type of population which is sensitive to advertising—and

In Jacksonville you reach 76.43 percent of all homes wired for electricity, through

There are 17,000 families in The Florida Times-Union market, which have facilities for using vacuum cleaners; there are 24,000 families yet to install electric refrigeration and washers. The appliance market is open and waiting for an energetic campaign on worthy products, in

THE FLORIDA
TIMES-UNION

The Florida Times-Union
JACKSONVILLE, FLA.

through constructive retailing. Then, in time, came the use of drawings and photographs in giving actual pictures and complete descriptions of the merchandise. From this grew catalogs and other direct-mail pieces as we see them today.

Another revolutionary process introduced by the Butler firm was that of doing a wholesaling business exclusively by mail. For forty years Butler Brothers sold altogether without the services of salesmen, and in so doing built up the world's largest wholesale business. In late years the company has used specialty salesmen to an extent but the main part of the selling is still done by the catalog.

It was a part of Mr. Butler's business philosophy that the way to cause a dealer to buy goods is to help him sell them. In pursuance of this policy he introduced certain innovations which now are in common use. Anybody who is forty-five or fifty years old can look back to a time when plain price tickets in a store were unknown. The price markings, where there were any at all, were made in cabalistic characters written in a code which only the retailer could read—and even he probably guessed at many or most of them.

Mr. Butler got out a pamphlet entitled "Price Tickets Sell Goods" in which he insisted that "a price ticket is the best salesman you can possibly have." He had price tickets manufactured and sold them to his customers. Later there was set forth to all Butler customers three fundamental business tenets which would make for store success. They follow:

Something new all the time, something doing all the time.

Good housekeeping.

A price ticket on each and every article in the store.

This policy of plain prices which Butler Brothers urged upon their customers was something they themselves followed with the utmost fidelity. Any retailer going into a Butler display room today can wait on himself and write his own order if he so chooses.

In fact many of them do. Every item in the stock contains a price card with the price written in plain figures which anyone can read. The same thing holds good in the catalog. These prices are all net, minus the usual cash discount, printed in plain type and guaranteed for a certain period. There is not a code mark to be seen today in any Butler warehouse, sample room or catalog.

During the last five years the country has been treated to an illuminating merchandising phenomenon generally expressed as "hand-to-mouth buying." This, with variations, is precisely the principle that Edward B. Butler preached fifty years ago. Opinions may differ as to its economic soundness and its effect on general business; nevertheless it is here and, many people think, here to stay.

The loss leader method of selling, both wholesale and retail, is another fruitful idea which was developed by Mr. Butler and Mr. Woolworth at about the same time. Mr. Butler being a wholesaler, however, was in a position to give it the widest circulation among stores that were in the greatest need of it. Now everybody knows about loss leaders and how to use them.

Becoming a patron of the arts very early in his life, it is not to be wondered at, perhaps, that Mr. Butler's love of the artistic should seek a natural outlet, and in 1907 he began the study of drawing and painting under Frank C. Peyraud, a Chicago artist. In 1909 he submitted his first picture under an assumed name and had the pleasure of having it accepted and hung by the Art Institute of Chicago. Since that time he had been a successful exhibitor and had pictures on permanent exhibitions in many cities. The wide publicity given a few years ago to the story of the merchant prince who had become a successful painter of pictures, served as an inspiration to other laymen, and out of this has developed the Chicago Business Men's Art Club, which was the forerunner of a movement now nationwide, with contemporary clubs of laymen painters in many cities.

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3448 Readers said, *"This Boy must walk."*

Infantile paralysis had wiped the smile from the face of six year old Lloyd Knutson. His great playground of South Dakota prairie had dwindled to a pillowied chair.

Specialists said he could be cured if money for long and expensive treatments could be raised. Readers of THE FARMER threw that "if" in the discard.

One appeal in THE FARMER brought funds from 3,448 subscribers. Little Lloyd is in the hospital now. Health is returning to his shrunken limbs. The smile is creeping back to that six year old face. Sunshine has returned to that darkened little life.

Farmers DO read THE FARMER and respond.



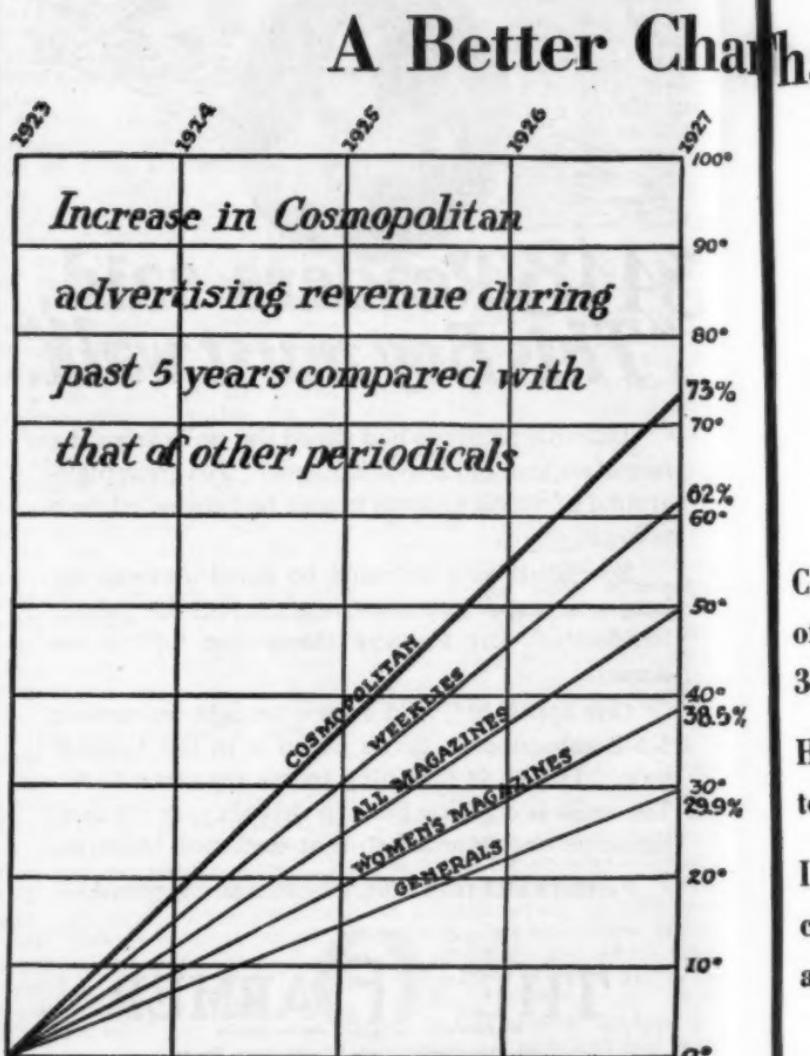
Standard Farm Papers, Inc.,
307 No. Michigan Ave.,
Chicago, Ill.



Wallace C. Richardson, Inc.,
250 Park Avenue,
New York

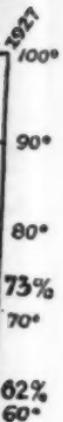
A Northwestern Institution Since 1882

Member Standard Farm Paper Unit



Any business man desiring the figures on which this chart is based will receive them by return mail. Address Promotion Department.

Charhan Columbus Had



Columbus discovered a new world with a chart of the Atlantic Ocean which showed infinity 300 miles off the coast of Spain.

Here is a chart showing what has happened to periodicals during the past five years.

It should assist the advertiser in setting a course which will lead to new worlds of business and profits.

Hearst's International
combined with
Cosmopolitan

119 WEST 40TH STREET, NEW YORK CITY

JACKSON MICHIGAN



*A City of
Homes and
Contentment*

A Responsive Market

A recent survey made in Jackson, Michigan, revealed the fact that more than 68 per cent of the homes within the city limits were owned by their occupants. Jackson is a typical American city, prosperous, thrifty, and home loving. It is a responsive market, high-

ly intelligent and has the smallest foreign born population of Michigan's industrial cities.

One evening newspaper serves this community of 59,000 people and offers advertisers complete dominance of both city and suburbs—

The Jackson Citizen Patriot

	Daily Average	Sunday Average
City	15,973	15,321
Suburban	10,340	9,990
Country	2,188	2,118
TOTAL.....	28,501	27,429

A. B. C. Audited, net paid circulation for 12 months ending December 31, 1927

(This is the fifth of a series of advertisements featuring the principal cities of the Booth Newspaper Area.)
Watch for other announcements in next week's issue.

THE BOOTH PUBLISHING CO.

Grand Rapids Press Saginaw Daily News

Jackson Citizen Patriot

Muskegon Chronicle

Flint Daily Journal Kalamazoo Gazette

Bay City Daily Times

Ann Arbor Daily News

I. A. KLEIN, Eastern Representative
50 East 42nd St., New York

J. E. LUTZ, Western Representative
6 North Michigan Ave., Chicago

Why the Legal Profession Needs Advertising

Concrete Suggestions on How Advertising Can Set Up a Better Understanding and Respect for Law and Bring about a Betterment of Legal Practices

By Paul T. Cherington

Director of Research, J. Walter Thompson Company

TH E legal profession in the United States numbers over 114,000 practicing lawyers. Of these a greater percentage than ever before are well and carefully trained. The percentage of really able men in the profession probably never was so high; some of the most widely known and respected of our public men in all parts of the country are included in the list. The lawyer plays an active part in many avenues of life where he formerly was unknown; he sits on boards and committees and commissions in easy and helpful contact with laymen of every station.

Toward the judges, the public seems to have an attitude of great respect. Judges quite generally have a reputation for unimpeachable integrity, great learning and ability, as well as for painstaking conscientiousness in performance of their duties. There are few cases of judicial scandal, few instances of conspicuously warped judgment, and by the same token there is every evidence of public respect. In the rare instances of definite charges against judges there is a notable lack of unfriendliness on the public's part and also an absence of any inclination to find, in the shortcomings of one individual judge, any evidence of decline in the standards of the bench.

In candor, it seems necessary to report that notwithstanding the positive accomplishments of the profession, there is a lack of public enthusiasm about lawyers.

Apparently a very substantial part of the public distrusts the profession, it is fearful of the lawyer's hand in its affairs while liv-

ing, or in its estate when dead. The greater learning, the more exacting code of ethics, the many helpful contributions made to public and private life have not offset some influence at work making the public reluctant to give to lawyers the full measure of confidence their accomplishments seem to merit.

Any open minded observer must find many causes for disquietude when he looks at the outstanding features of public attitude toward the law. Many people apparently regard it as a messy tangle to be kept out of at any reasonable sacrifice. What they refer to as "its archaic forms" and its "complicated rituals" are feared. Its regard for what the public knows as "technicalities," instead of giving an impression of accuracy, creates a distrust of its wisdom; the frequency with which manifestly guilty people defer punishment or evade all adequate penalties on what the public regards as a specious plea has made many people contemptuous of the law and its mechanisms. Intelligent and illiterate citizens alike perjure themselves in a perfectly brazen fashion, when called into court, defying the lightning they are quite confident never will strike. Even educational leaders talk fluently of the constitutional rights of individuals to judge for themselves of the applicability of laws, and of their power to choose which they shall obey. Traffic laws, marriage laws, corporation laws, tax laws, quite commonly are not accepted at their face value; they are obeyed or defied or evaded by many people according to their own convenience.

But it is not my main task to enter upon a recital of the shortcomings of the law, or even to tell

Part of an address made before the Cincinnati Bar Association on February 23, 1928.

of the public misapprehensions about the law or lawyers. What I want to discuss is how one device for shaping public opinion—advertising—can play a part in bringing about a better relationship between legal institutions and public opinion, which is the chief force in shaping the law itself.

At the last meeting of the American Bar Association there was presented the report of a committee appointed three years earlier on the "Co-operation of the Press and Bar." This committee had been established after the passage of a resolution by the association which contained the statement that these two institutions "Have in common certain high duties of a public character."

But this editorial or journalistic side of the Press is only one side of modern activities of the Press. It is my purpose to discuss the mutual interaction between the law and the public through another means of contact, which while closely allied with the editorial side of the Press is in many ways quite distinct from it. The reading columns of the Press as a molder of public opinion, and as one of the vehicles for expression of public opinion have long had a recognized place, but the parallel advertising columns have only lately begun to receive the recognition they deserve as a factor in the shaping of public habits and in the determination of practices. Our ideas of dress, of diet, of house decoration, of automobile purchase and ownership, of equipment for business, of facilities for household operation or leisure are shaped largely by advertising—a device of producers for reaching consumers in large numbers. And the thought is now gaining ground that this device—primarily commercial—has usefulness far beyond its original intent.

Nor is co-operation between advertising and the law a new proposal. The law has greatly helped in the improvement of advertising. Those of you who are familiar with the Better Business Bureau work, will realize that this idea of constructive co-operation between advertising interests and the

law is not a new one. But perhaps the present form of the suggestion is new, for what we have for discussion here is not co-operation for the betterment of advertising but methods by which advertising can help bring about better relations between the public and the law.

On November 10 there was held in the Bar Association Building in New York City a session of the State Crime Commission for the purpose of discussing the widespread public disregard of the sanctity of the oath in connection with trials. At that hearing the statement was made that there was perjury in 50 per cent of the court cases in New York City; that it "amounts to a general custom" and that it is "one of the greatest fundamental weaknesses of our system of criminal and civil justice." It was pointed out at the hearing that, notwithstanding these facts, there have been only eleven convictions for perjury in the last eleven years in Kings County, New York. In the course of the discussion the further fact was developed, that juries are reluctant to convict a perjurer, except in rare cases, the result being that persons on the witness stand feel free to say under oath whatever happens to suit their purpose. The remedies suggested included such things as provision for more dignified surroundings for some of the lower courts, greater care and solemnity in the administration of the oath, and provisions making perjury a misdemeanor instead of a felony with a view to making it a less difficult matter to secure conviction. There was general agreement that a fundamental difficulty was the unwillingness of jurors to convict and that this seemed to rest upon the apathy of the public.

In other words, here is a case where along with whatever is to be done from within to improve conditions, there must go an enlightened public sentiment, reached and worked upon by the very same devices which are shaping the thoughts and actions of the public in other fields.

Now, what has all this to do

Birmingham

The South's Greatest Industrial City

When blast furnaces light up the sky at night all over the Birmingham district, you can depend on it,—the South's Greatest Industrial City is in a prosperous condition. A score of furnaces like the one pictured belch forth flames and molten metal every three hours in twenty-four—"Making the run" into "Pigs". As a result, 2,650,000 tons of iron were produced in the Birmingham district in 1927 . . . slightly lower than 1926, but greater than any other year in the city's history. Judging by the activity now in Birmingham, 1928 will be a year of outstanding development in the iron industry.



The Birmingham News

AND

AGE-HERALD

The South's Greatest Newspaper

Morning

Evening

Sunday

National Representatives

KELLY-SMITH COMPANY

New York—Chicago——Boston—Philadelphia—Atlanta

with advertising? For the advertising lawyer in the ordinary sense of one advertising his own professional skill, disapproval and contempt are merited, and usually are swiftly administered. But this practice, denied to the individual lawyer, may be found to have a real mission for the profession as a whole, especially when the dependence of the law on public sentiment is fully recognized.

Paid advertising has changed people's habits of eating and drinking, and of clothing themselves; it has given them new ideas about banking, and new conceptions of many other matters like automobile ownership, instalment buying, railway travel, and health habits. What ethical or practical reasons can there be against its use in setting up a better understanding of the law and its place in life, or in bringing about a betterment of legal practice in its public aspects? Not even the most careful of conservatives can say that the law as a human institution is beyond the help of this modern device for reaching and influencing people.

In order to avoid the error of being vague and general I have listed some of the reforms in legal practice or in legal methods which already are under consideration, and I ask you to observe that in most, if not all, of these there is opportunity for enlisting public sentiment in an active and helpful way.

It is not my modest function to outline a plan for legal or court betterment. My only contribution is to declare that in whatever is done the public will have an interest and a part. They will help or they will hinder any efforts at betterment which the profession may make, and if their opposition is aroused they can even defeat any efforts at improvement, even though in such defeat their own interests may suffer. On the other hand, if the public support is enlisted, and public eagerness for improvement is once stirred, it can be of great assistance in any measures taken for improving present conditions.

Specifically some of the legal

reforms in the agitation of most of which it would seem both desirable and feasible to get the co-operation of the public might be enumerated as follows:

1. Increasing respect for the oath on the part of witnesses and jurors.
 2. Protection of witnesses against unnecessary badgering and humiliation.
 3. Increasing the apparent emphasis on arrival at truth and justice in place of meticulous observance of what the public regards as trick rules of procedure.
 4. Minimizing the use of technicalities and legal subterfuges to entirely exculpate, or to get a tampering of the sentence of persons obviously guilty.
 5. The abolition of the sporting aspects of the administration of justice as illustrated by certain recent trials which have been publicly regarded as of the nature of "Battles of the Century".
 6. Combating the growing public impression that a smart enough lawyer with enough money at his command can get any offender out of almost any scrape by legal chicanery.
 7. Greater promptness in the administration of justice.
 8. The sifting of cases before admission to the calendar with a view to making sure they are worth the cost of trial—the cost being figured on a fair business basis—and with a view to securing a settlement out of court if this can be done.
 9. The encouragement of Commercial Arbitration by non-legal bodies to relieve the court calendars of protracted technical discussions of business disputes.
 10. The encouragement of more use of lawyers in giving preventive advice to avoid litigation.
 11. More vigor in the enforcement of the present code of legal ethics and more rigid certainty of disbarment for unworthy legal acts.
 12. A more helpful attitude on the part of the public toward jury duty; and a less contemptuous treatment of jurors on the part of court officers and attorneys.
- In practically all of these betterments it is difficult to see how constructive progress can be made without public interest and support. The Press should have its support enlisted and it can be expected to be as helpful in this as in all other public betterments.
- If any of the existing committees appointed by the legal profession finds itself in a position where either a knowledge of advertising technique or of the processes underlying the influencing of public opinion through advertising would be of service to them, I am confident that they would find the members of the advertising craft ready to give any assistance in their power.



in Advertising Volume —and in Censorship

THE NEW YORK TIMES total advertising volume in January, 2,600,688 agate lines, was greater than that of any other newspaper in the world. The Times led in December, 1927, too. The Times excess in January over the next newspaper (in Chicago) was 167,508 lines. The Times gain in advertising in that month was 120,214 lines, the greatest made by any New York newspaper.

The Times high standards of censorship exclude a large volume of advertising monthly.

The New York Times

Once upon a

ELEVEN cars were entered in an automobile race—maybe there were twenty-one cars—anyway—

One manufacturer (A) had a single entry—a competitor (B) started a pair of speedsters. Betting was heavy . . . and all that. (Description of race blue-pencilled).

A's entry flashed under the wire first—average speed 113.66 miles per hour. One of B's cars came fourth—average speed 92.67 miles per hour. B's second entry had trouble of some kind—limped in behind the pack—average speed, 52.11 miles per hour.

**The Press
is the
First
Advertising
Buy in
Cleveland**

Although the combined (*not average*) speed of B's two cars was 144.78 miles per hour, first money went to A. And nobody yelled.

I. TOTAL DISPLAY

In 1927 The Press published 12,050,935 lines of display advertising—3,994,758 lines more than the daily Plain Dealer—7,196,003 lines more than the Sunday Plain Dealer—2,069,935 lines more than the daily and Sunday News combined.

The Cleveland

Detroit • Atlanta
San Francisco

F I R S T A D V E R T I S I N G

NATIONAL ADVE
250 Park Avenue, New York C

SIN
N. P
U

The story is ended—and we want to say a word or two seriously about newspaper promotion.

Quite recently, one Cleveland newspaper published advertising lineage figures which might be compared to the combined speed of both of B's cars.

Frankly, The Cleveland Press doesn't feel that its competitor is exactly fair. Some few buyers of space are interested in a comparison of seven days against six. Most of them are not.

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*First in
Cleveland*

SING DEPARTMENT

N. Michigan Blvd., Chicago

Seattle • Portland
Los Angeles

N U Y I N C L E V E L A N D

NEW ORLEANS DEPARTMENT STORES

New Orleans department stores, largest users of its newspaper space, year after year give first place on their lists to The Times-Picayune—because, year after year The Times-Picayune delivers to these advertisers the greatest audience of able-to-buy people in the New Orleans market.

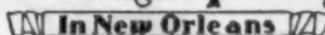
The increasing success which attends these consistent advertisers in The Times-Picayune is evidenced by the expanding use of its dominating influence. The Times-Picayune, in 1927, carried 41% more department store advertising than the second New Orleans newspaper. Its 1927 volume showed a substantial increase over 1926, while only one other New Orleans newspaper showed a slight gain in this important class of advertising.

The Times-Picayune's dominant circulation accounts, in part, for the greater success its advertisers enjoy. The Times-Picayune's prestige and the responsiveness of Times-Picayune readers guarantee that success. New Orleans depends on The Times-Picayune as guide and guardian, source of information and warrant of satisfaction.

Department Store Advertising, The New Orleans Newspapers, 1927

The Times-Picayune.....	3,146,382 Lines
Second Newspaper.....	2,236,000 Lines
Third Newspaper.....	2,155,946 Lines
Fourth Newspaper.....	858,305 Lines

The Times-Picayune

 In New Orleans 

Member 100,000 Group of American Cities, Inc.

Member Associated Press

Representatives: Cone, Rothenburg and Noee, Inc.

Pacific Coast Representatives: R. J. Bidwell Co.

This Tonsorial Infant Needs a New Name

"Listerated" Is Found to Conflict with "Listerine" and Its Use Is Enjoined

ONLY a blind man can fail to see that defendant has deliberately set out to pirate the plaintiff's reputation and its name; to reap where it has not sown, and, like the cuckoo, to lay its eggs in the nest of another bird."

The plaintiff is the Lambert Pharmacal Company. The Listerated Company, *et al*, the defendant. The quotation is from a decision recently handed down by the District Court of the United States for the Southern District of Texas, at Houston, Tex.

The suit was instituted by the Lambert Pharmacal Company, alleging infringement of its trademark "Listerine." Among the uses for which Listerine is sold and advertised as mentioned in the decision, "are as a prophylactic antiseptic and cleanser in certain conditions of the hair and scalp." It was explained by the court that these uses have gained for Listerine a widespread distribution among barbers, cosmeticians and others.

Since April 1, 1927, the defendant "has been selling to general supply houses and to the general public, a liquid hair tonic and dandruff remedy under the name 'Listerated'." That date is interesting because it indicates that the Lambert Pharmacal Company lost no time in prosecuting the infringer. If similarly prompt action were taken by other advertisers there is no doubt that their efforts to preserve their trade-mark rights would meet with more uniform success and would be less costly.

According to the court, the name "Listerated" was adopted "against the objection and without the consent of plaintiff, and in infringement and violation of plaintiff's rights." It was also charged that "Listerated" was adopted as a method of pirating the Lambert's trade-mark.

The defendant claimed that neither its product nor the name under which it is sold are in con-

flict with Listerine. In the first place, it was contended that the descriptive qualities of the two products are different. Secondly, it was insisted that there is no similarity between the two trademarks and that "the product itself is not in appearance the same as, or very similar to, Listerine."

The court pointed out that the evidence established that large sums of money had been spent in advertising Listerine. According to the court, Listerine has "become not only a household word but a household necessity." The court also expressed the opinion that Listerine "is perhaps one of the best known and best advertised preparations on the market."

PUT A LITTLE LISTERINE IN IT

The decision then explained that one Walker, a barber, who originated "Listerated," claimed he took that name because he had seen it on a chewing gum and "that a druggist had told him he had better put some Listerine in it or Lambert would get him; that after that he commenced to put some Listerine in the product." It was then indicated by the court that Walker's first advertisements were largely copies of Listerine advertisements and the decision then stated that "the evidence leaves no manner of doubt that Walker used the word 'Listerated' in order to obtain, and that he has obtained, the benefit of the advertising and established reputation of 'Listerine'."

The defendant contended that it has the right to use the name "Listerated" since it puts some Listerine in its preparation. In this connection, the court said: "This plaintiff denies, and I think correctly." It was pointed out by the court that even though Walker used a considerable quantity of Listerine, that fact would not save him from a charge of fraud.

Another fact brought out by the court is that "defendant merely at-

tempted to coin a word 'Listerinated' and then abbreviated it to 'Listerated,' thinking thus to escape a technical infringement. This it cannot do and the attempt must be fully enjoined."

In conclusion, the court ruled:

"With the entire field of unappropriated names open to it, it selected the name 'Listerated' because it knew that the very word carried with it a suggestion of prophylactic cleanliness, and that this suggestion had been created for the word by plaintiff's advertising.

"Plaintiff insists, and I agree with plaintiff, that defendant's tonsorial infant, conceived as it was in business sin, and brought forth in business iniquity, cannot be cleansed of its original sin by the simple device of sprinkling over each bottle of it ten drops of 'Listerine,' prophylactic and cleansing as they are, but what is needed here is a true regeneration with new christening under a new name.

"Let a decree go for plaintiff for injunction in accordance with its prayer."

Some interesting figures concerning the size of the advertising appropriations which have been put in back of Listerine are to be found in the brief and argument furnished to the court by the Lambert Pharmacal Company. These show that the following sums were expended for advertising the liquid medicinal preparation sold under the trade-mark "Listerine" as distinguished from all other toilet and pharmaceutical preparations sold under the same trade-mark:

For the year 1922, \$258,579.02; 1923, \$461,872.13; 1924, \$1,006,710.97; 1925, \$1,770,826.76; 1926, \$2,547,449.45; 1927, from January 1 to October 31, \$2,602,733.05, or a grand total of \$8,648,171.38.

Of these amounts the following expenditures were made strictly on newspaper and magazine advertising as distinguished from advertising of all other kinds: 1922, \$217,538.21; 1923, \$418,999.08; 1924, \$943,144.12; 1925, \$1,678,057.44; 1926, \$2,354,692.90; 1927, from January 1 to October 31, \$2,439,876.51 or a grand total of \$8,052,308.26.

There Will Always Be Some

Slow Pay Customers

AMERICAN CHAIR COMPANY

SHEBOYGAN, WIS.

Editor of PRINTERS' INK:

I have read carefully and with a great deal of interest the article [January 19 issue] written by J. L. Thompson on "How Much Does It Cost You to Sell to Slow Pay Customers?"

This is a question of long standing and much discussed among credit men and business executives, and there is a wide variance of opinion.

Mr. Thompson ably covers the subject from his viewpoint, and in theory is perhaps largely correct. It would be ideal if the slow pay customers could be eliminated, but it is neither possible nor practical. You are always going to have a certain percentage of slow pay customers on your books, chronic and temporary, particularly if you do a nation-wide business, and while you may perhaps here and there make a loss, nevertheless if your credits and accounts are checked carefully and watched closely, the additional volume of business that you can do by nursing this class of an account, and the legitimate profit on such business more than offsets a possible loss.

The percentages that Mr. Thompson sets up as an average showing as applying in his business, will I believe hold good in any business having a well conducted credit and collection department, varying of course in some lines of industry where seasonal shipments enter in.

I cannot quite come to the conclusion, as expressed by Mr. Thompson in his closing paragraphs, that it is nothing but cowardice fear or downright laziness on part of credit executives, to allow slow customers to continue.

I am rather of the opinion that the average trained credit man has neither of these qualities in his makeup, but rather from the pure standpoint of increased volume of business on which a profit can be made if properly watched, takes on a reasonable percentage of this class of business.

As stated in the outset, from the standpoint of idealism and theory, I agree with Mr. Thompson as largely correct, but not from the standpoint of practical business.

A. SEIDENSPINNER,
Credit Department.

H. A. Sweeney with G. H. Robinson Company

H. A. Sweeney, formerly production manager of the W. E. Long Company, bakery service, Chicago, has joined the G. H. Robinson Company, advertising novelties, also of Chicago, as advertising manager and sales promotion director.

De Marinis & Lorie, New York, wholesale millinery, have appointed T. L. McCready, New York advertising agency, to direct their advertising account. Class publications will be used.

Mar. 1, 1928

PRINTERS' INK

59

More Than
200,000
Daily

Los Angeles Examiner

More Than
450,000
Sunday

"Greatest Salesman in the West"

5c. DAILY

MARCH 1, 1928

10c. SUNDAY

SO. CALIF. PROSPERITY TYPIFIED BY MILLION AUTOS ON HIGHWAYS

TERRITORY SERVED BEST BY EXAMINER

SOUTHERN California has more automobiles per capita, than any other market territory in the world! More than 1,000,000 cars roll along its far-famed boulevards, across its prosperous valleys and its hills that spout black-gold. You can count 619 cars on any Southern California mile in 16 hours, says the Automobile Club of Southern California, following a recent comprehensive survey.

\$1107 Per Person Per Year

Automobiles and prosperity go hand in hand! If the people of a given trading area can afford to buy cars, they can afford to buy anything else you have for sale, and in Southern California, with its average per capita annual income of \$1107, that ability, according to several authorities, is higher than anywhere else, per individual, all the year 'round, winter and summer, never snowed-in, never a-sweater.

The Dartnell Corporation, listing the "quality average" of various American counties, gives Los Angeles County, for example, 327, far and away higher than any other. General Motors, in an exhaustive survey, hands Los Angeles County the highest purchasing ability in the land; so does Uncle Sam.

Examiner Great Sales Factor

Influencing that super-wealthy buying area, is The Los Angeles Examiner, reaching an aggregate purchasing-power daily of \$774,900,000, and a buying-power every Sunday of over a billion and a half. No other newspaper West of Chicago goes into the homes, or influences the habits of so rich an audience as this.

The place to advertise your merchandise is where the people have money and can afford to buy what you have to sell. The medium to use, is that which reaches the most of them in their homes—where buyers make decisions. In this case, it is THE LOS ANGELES EXAMINER!

Beside Blue Seas!



Along the Santa Monica-Topanga highway, skirting the rim of the Pacific—a segment of the projected San Diego to San Francisco horizon-line boulevard. The scene is about 16 miles from the heart of Los Angeles.

**The EXAMINER
has the largest
home-delivered
circulation in Los
Angeles.**

Are the Chain Stores Bleeding Local Communities?

FURST-McNESS COMPANY
FREEPORT, ILL.

Editor of PRINTERS' INK:

Will you give me the publication dates of PRINTERS' INK during the last year or two in which I may find articles concerning the advantages or disadvantages of chain stores to a community?

The writer wishes to use this information in debating the question: Resolved: That chain stores are a benefit to a community.

Thank you very kindly for your assistance.

C. E. SCANLAN.

NOBODY, even the most rabid partisan of the buy-at-home argument, is going to contend seriously that chain stores are not a pronounced benefit to the consumer. This is so well understood that local retail interests, seeking to build up and crystallize sentiment against the chains, do not attempt to deny it. The whole force of their argument, then, usually takes the angle that to buy from a chain store is to work against the best interests of a town; while to buy from the independent is to build up the town.

"I am a citizen and property owner here," the local dealer says in effect. "I pay taxes in this community; I deposit my money in local banks; I support local schools and churches and my profits are invested here. When you buy from me, therefore, you help build up the town in which you live. When you buy from a chain you are dealing with a foreign corporation whose only interest in this town is to take money away from it; the profits, instead of being invested here, are sent to New York or Chicago."

Is this argument, in behalf of the home retailer, sound? It is not at all convincing to the consumer, as the growing prosperity of the chains indicates, but has it any real economic foundation?

Mr. Scanlan, in his debate, should have no difficulty in proving that "no" is the answer to both of these questions.

Both the independent and chain

store must have a building in which to operate. This means the expenditure of money for rent and general overhead. No matter who pays out the money to the owner of the building, to the electric light plant, to the drayman, and others, each dollar is worth 100 cents. It is invested in the community. Often the independent retailer owns his buildings; the same is true of the chain. The taxes from both go into the same treasury.

The local chain manager is probably better paid than any other store executive in the town and he usually pays higher rent for his store. He has to live and this means that he spends in that community most of his salary—perhaps all of it. Chain store clerks, generally speaking, do not get as much salary individually as those in independent stores. But the gross amount of money paid out for this purpose compares favorably with other stores. Moreover, the chain clerks are usually young men and women who get some valuable business training—better than they could get anywhere else in town—that builds them up into more valuable assets for the community in which they live.

The sources of merchandise supply, representing the stock in trade, are the same for both. The independent does not buy his stock in the town any more than does the chain. Both bring in their goods from various distances, sending money out of town to pay for them and paying the railroad for hauling them. The chain store volume is often greater than any other in the town and therefore the chain business brings more profit to the railroad, thus helping build up that community and section.

Much is said about the huge profits chain stores take out of a town and send to headquarters—thereby presumably depriving the community permanently of that much capital. The net profit gained by an individual chain store is small. Take, for example, one of the variety store chains which has, in round figures, a capitalization of \$100,000,000. Its net profits last

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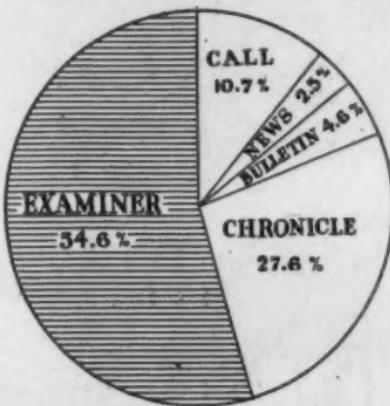
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Monarch of the Dailies

In San Francisco

**Examiner Radio Lineage
exceeds that of all
other newspapers
combined . . .**



The universal appeal of Radio Advertising affecting as it does men, women and children, makes The Examiner its natural medium.

The Examiner also leads in 18 out of the 24 established National Advertising Classifications

Publishers statement to A. B. C. Sept. 30

Daily 186,372

Sunday 360,764

Mar. 1, 1928

Mar.



The Elks Magazine

850,000 Identified Subscribers

50 East 42nd Street

New York City



**The largest
magazine
for MEN**

Photo D. Warren Boyer

year were about 10 per cent on its capital stock.

"Where is there a local dealer who is making that much net profit?" the buy-at-home advocates gleefully ask. But it must be remembered that this chain's gross sales last year were around \$300,000,000. The 10 per cent net on capital thus becomes a fraction more than 3 per cent on sales. Nobody is going to get rich on 3 per cent net from a single store of the average chain size; and even if the whole amount were sent out of town at the end of the year it probably would not be more than \$3,000 or \$4,000. Against this relatively small amount taken out of the town, the chain has spent perhaps ten or more times that sum in the town during the year. The chain we are speaking of here makes its profit, not on the individual store but on the whole number. It has approximately 2,200 stores which in the aggregate, last year, yielded \$10,000,000 net. A simple mathematical computation can prove very quickly that no one of the 2,200 communities is being "bled white" as some people express it.—[Ed. PRINTERS' INK.]

Campaign on Great Lakes Region to Start in April

Starting about April 1, a newspaper campaign will be conducted by the Great Lakes Tours Association, which includes more than 100 hotels, to attract tourists to the Great Lakes. This campaign was decided upon at a meeting of the executive committee of that organization held recently at Buffalo, N. Y. Fuller & Smith, Cleveland advertising agency, will direct this campaign.

Deodorant Account to Omaha Agency

The Heck-Conrad Company, Kansas City, Mo., has appointed The Stanley H. Jack Company, Inc., Omaha, Nebr., to direct the advertising account of the Heck liquid deodorant. Magazines will be used.

Appoints J. Walter Thompson Company

The Shell Company of California has appointed the J. Walter Thompson Company to direct its advertising account.

E. D. Gibbs to Start Own Business

E. D. Gibbs, who has served as advertising director of The National Cash Register Company, Dayton, Ohio, at three different periods for a total of about fifteen years, has resigned to engage in business for himself at New York. He will act as counselor in sales promotion, sales contests and advertising work.

He was at one time advertising director of the B. F. Goodrich Company, Akron, Ohio. He returned to the National Cash Register Company about five years ago.

Harry Mosier, President, John Budd Company

Harry Mosier has been elected president of the John Budd Company, publishers' representative. He succeeds J. Frank Duffy, who has resigned and sold his stock in that corporation. Mr. Mosier has been connected with the Budd company for about twenty-three years. For the last two years he has been vice-president with headquarters at the Chicago office. He will now spend practically all of his time at New York.

J. F. Bresnahan Elected Director of Audit Bureau

J. F. Bresnahan, business manager of the New York *World*, and *Evening World*, has been appointed a member of the board of directors of the Audit Bureau of Circulations, which met recently at New York. He succeeds James C. Dayton, former publisher of the New York *Journal*.

The next meeting of the Bureau will be held at Chicago on March 16.

International Projector Appoints Frank Presbrey

The International Projector Corporation, New York, manufacturer of Acme projectors, has appointed the Frank Presbrey Company, New York advertising agency, to direct its advertising account. Educational and religious publications will be used.

Marsh Watkins with McLain-Simpers

Marsh Watkins has joined the service staff of the McLain-Simpers Organization, Philadelphia advertising agency. He formerly was with Erwin, Wasey & Company and George Batten Company.

Royal Society Embroidery Account to G. Lynn Sumner

The H. E. Verran Company, Inc., New York, manufacturers of Royal Society embroidery materials, has appointed The G. Lynn Sumner Company, Inc., New York advertising agency, to direct its advertising account.

1928

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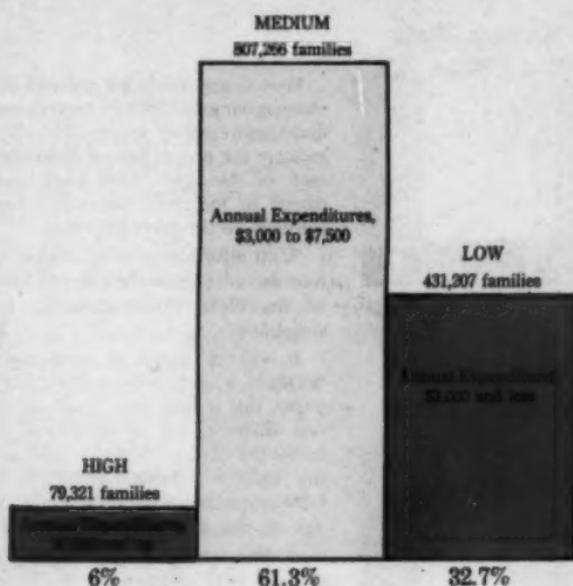
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A Definite Yardstick of the New York Merchandise Market



THIS is the authentic yardstick of newspaper advertising values in Greater New York—an accurate division of the city's population into three expenditure groups, from each of which every advertiser will draw a proportion of his sales, based upon an exhaustive survey of rentals, incomes, buying habits and newspaper preferences, conducted by the Bureau of Business Research of New York University. Such a survey was necessary to dispel the atmosphere of doubt and uncertainty that enveloped a great market served by seventeen English-speaking newspapers without any available definite data as to what service each paper or group of papers performed in the community, the trend of their influence or the "overlap" of their circulation. The first step was the establishing of the above "yardstick," accurately charting 1,317,794 families.

The information contained in this series of advertisements is but a portion of the entire findings of this survey, and additional important data will be found in "A Study of the New York Market and Its Newspaper Situation," a copy of which will be mailed on request.

The World

Polymer Building
New York



New York

The Evening World

Tribune Tower
Chicago

In the Morning Field

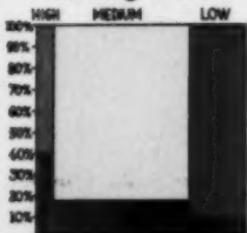
(The Figures Apply to New York City Only)

Morning World



15,797	139,020	51,846
20.6%	20.2%	17.9%
Total 206,663		

Morning Times



32,016	130,040	27,540
41.8%	18.9%	9.5%
Total 189,596		



15,712	57,099	11,191
20.5%	8.3%	3.8%
Total 84,002		

Here is the Yardstick reduced to area-charts, giving each of the city's expenditure divisions its proper weight. The solid areas indicate the proportionate distribution of each of the chief New York morning papers in the three expenditure groups pictured on the preceding page.

With information of this character before the advertiser, the effective coverage of the New York Market is greatly simplified.

It will be noted at once that THE WORLD is essentially a FOUNDATION paper, that it does not "peak up" in any one division but is distributed evenly across the city's population currents, ranging from a coverage of 17.9% in the LOW expenditure group to 20.6% coverage in the area of HIGH expenditures.

In the case of *The Times*, there is a decided peak towards the HIGH area, a characteristic in a lessened degree shown by the Herald-Tribune.

Since sales of nearly every type of merchandise must inevitably come in some proportion from among all classes, according to the city's ability to buy, it is evident that THE WORLD is the logical paper upon which to lay the foundation of any sales campaign. Distribution once attained, additional sales pressure can be exerted in any one division where it is required, in the HIGH, the MEDIUM or the LOW, but the groundwork must be laid evenly throughout the city in order that the advertising may be 100% effective regardless of class or buying ability.

THE WORLD is the ideal starting point in the morning field—the foundation upon which any type of campaign can be erected.

In the Evening Field

(The Figures Apply to New York City Only)

In the Evening field, the same characteristics that apply to THE WORLD, mornings, on the page opposite, will be found true of The Evening World,—an evenness of distribution throughout the city's three expenditure divisions.

The Sun peaks up in the HIGH group and *The Evening Journal* takes the opposite trend, peaking markedly in the LOW group.

These three papers disregarding duplication, cover 70.8% of the HIGH area, 70.9% of the MEDIUM area and 64.3% of the LOW area, and with these area-charts as a basis, the advertiser can at a glance fit any one of these papers, or any combination of them into his sales problem with a degree of definiteness heretofore impossible.

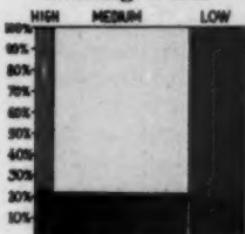
Every newspaper in New York can do a definite job for the advertiser, but the extent and character of this service can be determined only by plotting its characteristics upon exact information such as the New York University Survey revealed.

The New York market is neither complex nor does its adequate coverage entail great expense if the problem of waste circulation is carefully considered.

An evenly distributed circulation, covering all three expenditure groups in proper proportion, embraces little or no waste, because it is *basis*, and provides a foundation upon which additional coverage can be added as circumstances demand or funds permit.

In the evening field, *The Evening World* provides this basis at a low milline cost.

Evening World

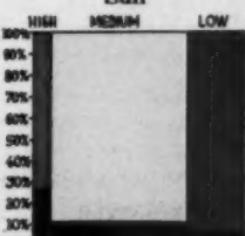


17,655 143,171 55,343

22.3% 20.8% 19.1%

Total 216,169

Sun

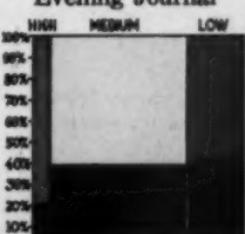


21,034 78,702 13,639

27.4% 11.5% 4.7%

Total 113,375

Evening Journal



16,219 264,909 117,331

21.1% 38.6% 40.5%

Total 398,459

In the Sunday Field

(The Figures Apply to New York City Only)

It is in the Sunday field where The World's characteristics as a foundation paper finds full emphasis, reaching nearly one out of every three English-speaking families in the city. With more city circulation than its two principle competitors *combined*, it accounts for an average coverage of nearly 30% throughout all three expenditure groups, as against an average coverage of 25.9% for The Times and only 12.1% for The Herald-Tribune.

It can safely be said that no campaign can be regarded as adequately covering the New York market unless it includes The Sunday World.

Combining as it does, not only bulk, but consistency of distribution in every section of the city, it offers all the factors essential to the moving of merchandise of every character; and by the very evenness of its distribution eliminates the element of waste that so often renders the invasion of a major market a matter of great expense.

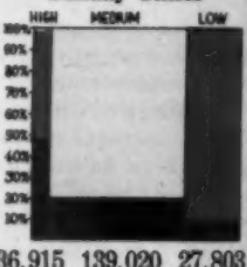
In fact, THE SUNDAY WORLD has to its credit many single-handed successes, where it has not only proved its value as a foundation paper, but has shouldered alone the responsibility of moving goods off the dealer's shelves.

This is the first of a series of advertisements designed to simplify the distribution and sale of merchandise in Greater New York. The second of the series will discuss the matter of overlap among papers of similar appeal.

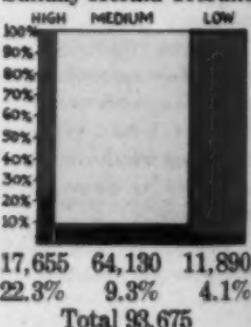
Sunday World



Sunday Times



Sunday Herald-Tribune



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What's Your Answer to This, Mr. Kelly?

Perhaps Small Profit Margins Are the Retailer's Fault, Not the Manufacturer's

By Donald S. Cowling

Editor, *Toilet Requisites*

THERE can be no doubt that Mr. Kelly of The Fair* makes out a most impressive case in his article about profit margins on advertised brands, but from the manufacturers' side of the fence the case appears to be just a bit one-sided. Without a shadow of a doubt, Mr. Kelly has had the manufacturers' point of view presented to him times without number, and yet we cannot help wondering whether he has sufficiently considered the indubitable fact that, in reality, both he and the manufacturers to whom he refers are striving toward a common goal insofar as the subject of his article is concerned.

When a manufacturer plans his line he must figure, in addition to his own profit, the profits of the people who make his continuance in business possible—that is, the people who lay his product before the ultimate consumer and give him a market for his merchandise. To do this, it is necessary for him to have in mind the final price at which the product may be sold, and right here seems to be—at least to those of us engaged in an industry which automatically comes well to the forefront in a discussion along these lines—toilet goods—the nub of Mr. Kelly's complaint about the narrowness of the margin between his buying and his selling prices.

Let us take for a moment the example which Mr. Kelly himself advances—Listerine, which Mr. Kelly says costs the store 63 cents per bottle. Listerine is sold usually—still quoting Mr. Kelly—for 79 cents and "frequently for

much less." It doesn't take long to find out that to pay 63 cents for an article, add 17 cents to that price for selling expenses, and then retail that article for 79 cents or less, is far from being a profitable transaction for any store.

But to just what combination of circumstances can the determination of the retail price of 79 cents be attributed? I hold no brief for Listerine, nor for any company, but I am not convinced that at the time of determining the wholesale price of this item there was any intention or belief that the retail price would be 79 cents. That retail price has been determined and arrived at *by the retailer himself* in spite of the \$1 price at which this item was probably intended to be sold, if we may include it among all the others upon which a wholesale price of 63 cents predicates a retail price of \$1.

And so figuring, we find ourselves once more brought up short against the inevitable problem of price maintenance. It may be said carelessly that the manufacturer, having secured his legitimate profit has no interest in the further profits made upon his product, but in contending that such is not at all the case I feel that I have the backing of all manufacturers of any repute whatever, regardless of their field.

It would seem, on the face of this, that the retailer usually can bring the blame for his short margin of profit squarely back to himself and can see perhaps more plainly here than in any other way, one of the many evils resulting from the practice of cutting prices.

To the writer's mind comes a concrete example of this condi-

"A Department Store Complains about Profit Margins on Advertised Brands," by D. F. Kelly, President and General Manager, The Fair, Chicago, in the January 26 issue of *PRINTERS' INK*.

tion. A certain manufacturer had been marketing a face powder listed at a retail price of 50 cents, for \$4 per dozen. In an attempt to stimulate business, a temporary deal of one box free with a dozen was declared upon this article and the deal was played up through advertising, sales promotion, and the usual sales force activity. The hoped for stimulus was not forthcoming, however, so, as an alternative, the deal was removed and the wholesale price lowered to \$3.50 per dozen.

Although the suggested retail price of this face powder had always been 50 cents, it had been generally sold for 39 cents, in spite of repeated protests by the manufacturer, to such an extent that it had become recognized as a 39 cent powder and the dealer who attempted to get 50 cents for it found himself up against considerable resistance on the part of the consumer. The dealers who were unable to get 50 cents for it, rather than sell it at the 39 cent price, which did not allow them what they felt to be a sufficient margin of profit, refused to handle this face powder, or sold it only upon insistent demand. It was felt that by reducing the price to \$3.50 per dozen these dealers who had been avoiding the sale of this product, would take an interest in it and once more stock and sell it. It was further hoped that the dealers who were selling it at 39 cents would redouble their efforts on account of the additional margin of profit.

It was feared, however, that there was a very likely chance of there being a large fly in this ointment in the shape of the probability that certain dealers would avail themselves of the additional margin of profit granted them to reduce further the price of this face powder, and, sad to relate, this fear proved to be only too well grounded. Rather than take advantage of this extra profit, many dealers at once dropped the price of the powder from 39 cents to 33 cents, and while the reduction created a brief stimulus in sales, it was soon lost sight of as the powder became

generally known and sold as a 33 cent item instead of the 39 cent powder it had been or the 50 cent powder it was originally intended to be.

That this condition has existed, exists, and will continue to exist, will be granted ruefully by any toilet goods manufacturers who will permit themselves to go on record, and while I am perhaps not as familiar with other fields as I should be, I do not think that the retailer of shoes, the retailer of hosiery, or the retailer of sheeting, is in many respects different from the retailer of face powders, perfumes and cosmetics. The manufacturer, while possibly not as personally concerned in the retailer's profit as is the retailer himself, must nevertheless include in his merchandising plans the assurance of a profit for the outlet of his merchandise—the retailer; but no manufacturer can go effectively farther than to suggest and to recommend. He can set a price on his product which will be eminently fair for all concerned, he can show the dealer a demand for his product at the recommended price, but he cannot prevent anybody from sawing off the limb upon which he, in company with all the other retailers of that particular product, is sitting.

SOME PRODUCTS MUST ALWAYS BE SOLD AT CUT PRICES

It is quite true that matters in certain instances have gone too far to expect a reversion at this late day. Certain products have been so consistently sold at prices lower than those recommended and upon which the retailers' profit was planned by the manufacturer, that it would be manifestly impossible to bring them back to the original price. They are universally regarded as being priced at the cut price and any attempt to return the original figure would be looked upon as an increase in price, and lose for such products, in the present-day hurly-burly of competition, their place in the consideration of the buying public.

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Zone Coverage

NATIONAL and local advertisers using the Los Angeles Times represent to a remarkable degree institutions which have won success through sheer merit.

For the most part they are firms engaged in highly competitive lines, and no questionnaire is needed to reveal that back of their success is superior skill in eliminating waste, reducing production costs, and attaining all around efficiency.

Whether they operate their mills by water-power, steam or electricity, one thing is sure: *the only power they spend their money for is power delivered to the spot where it can be utilized.*

These business organizations may never have studied deeply into advertising, but they bring to bear on their advertising problems the same common sense that has given them leadership in manufacturing.

They know, for instance, that in order to sell goods in the Los Angeles market the only power—circulation—worth a farthing is that which is available *on that spot.*

So they use the smashing zone coverage of the Los Angeles Times. Their message is delivered to more homes than if they used any other newspaper, and meanwhile they avoid paying for circulation that is out of the zone, unavailable, and useless.

Los Angeles Times

Eastern Representative:

Williams, Lawrence & Cresmer Co.
360 N. Michigan Blvd. 285 Madison Ave.
Chicago New York

Pacific Coast Representative:

R. J. Bidwell Company
742 Market St. White Henry Stuart Bldg.
San Francisco Seattle

and brought to the attention of the consuming public by national, local and all other forms of advertising and sales solicitation, the most good that retailers can do for themselves is to maintain prices recommended by the manufacturers of these new items, and upon which it is safe to say that full allowance has been made for a legitimate profit for the retailer.

The cutting of retail prices has one inevitable reaction, regardless of any others which might be hoped for by those indulging in the practice, and that is a reduction of profits. This reaction takes place for the retailer immediately, and for the manufacturer eventually, and the common cause will be helped only by the co-operation of both.

Salesmen Motorists and Company Both Insured

THE PALMOLIVE-PEET COMPANY
CHICAGO

Editor of PRINTERS' INK:

We have read the article which appeared in the January 12 issue of PRINTERS' INK regarding insurance on salesmen who operate cars.

It has been our policy for several years to insure the company as well as the salesmen against liability and property damage. Our policy for liability covers \$5,000 to \$10,000 for one person injured and \$10,000 to \$20,000 for two or more persons injured.

We have a group policy for liability and property damage which insures the salesmen individually as well as the company. The salesmen pay one-half of the premium. All of our men own their own cars, and we give them a daily maintenance allowance.

There are occasions, of course, when salesmen drive cars for company business without authority and we have a special clause in our policy which protects the company in all such cases. For example, if one of our district managers, who is supposed to use the railroad for travel, decides that he wants to drive to a certain town, using his own car, a general clause in our policy protects us in the event this district manager should have an accident.

On other forms of automobile insurance, such as fire, theft and collision, we leave it to the discretion of the salesmen and make no recommendations.

Our experience with this plan has worked out very well, and we are well pleased with the results. Of course, we occasionally strike a man who does not appreciate the importance of having liability and property damage insurance, and consequently, objects to paying one-half of the premium. However, we have never failed to sell them

on this proposition, and it does not take long before they realize what they are getting.

Our group rate is considerably cheaper than what the salesmen would be obliged to pay locally. In some States, where liability and property damage insurance is compulsory, the salesmen are very glad to be on the group plan. As we see it, the public is generally coming to realize the dangers of driving a car without liability and property damage insurance, and within the last year, there has been a very general awakening.

There is no question that any company which operates a force of salesmen who use cars is taking great risks if they have no insurance protection. It is quite possible that the Brownell Manufacturing Company never existed; at least, we hope not.

THE PALMOLIVE-PEET COMPANY.

Plant Editors to Hold Conference at St. Louis

A two-day conference of editors of plant publications of the Middle West will be held at St. Louis, March 8 and 9. The sessions of the conference will be devoted to the problems of editing and publishing magazines distributed to employees in industrial plants. The conference will be under the auspices of the employees' publication group of The National Safety Council, of which Gilbert F. Close, of the Commonwealth Steel Company, Granite City, Ill., has been appointed chairman.

A. W. Little with Rollins Hosiery Mills

A. W. Little has been made advertising manager of the Rollins Hosiery Mills, Des Moines, Iowa, succeeding W. A. Martin. Mr. Little was formerly in charge of the advertising service department of the D. E. Moon Printing & Engraving Company, Des Moines. At one time he was with Sears, Roebuck & Company, Chicago.

Paul W. Ferris Joins Dearborn Advertising Agency

Paul W. Ferris, formerly with the New York Evening Post has joined the copy staff of the Dearborn Advertising Agency, Chicago.

Retail Publishers, Inc., Changes Name

The corporate name of The Retail Publishers, Inc., Appleton, Wis., business and farm papers, has been changed to the Midwest Publishing Company.

A. J. Dornseif has been appointed sales manager of the Murray Tire & Rubber Company, Trenton, N. J.

REAL INDUSTRIAL MARKETING PROBLEMS

[No. 20 of a series of advertisements conceived to help the advertising profession make more effective use of Industrial Advertising.]

ADVERTISING and the Maintenance of PROSPERITY

An abstract of an address prepared by Mr. James H. McGraw on the occasion of the presentation to him of the Bok Gold Medal for Distinguished Contemporary Service to Advertising, and delivered February 17 before the Harvard Graduate School of Business Administration, which administers the Award.

ADVERTISING has come to occupy an important position in the consciousness of the public and of Business. Its potentiality—for good or for ill—in the distribution of both industrial and consumer goods, is recognized as tremendous. Such a force must be employed with an abiding sense of responsibility to the public.

At each stage of the business situation, advertising takes on new significance and new obligations. More and more, advertising becomes essential to the economical movement of goods, from industry to industry, from producer or merchant to consumer. More and more does advertising guide preference for commodities and services that, interwoven, form the very warp and woof of our civilization.

At present the volume of trade is large. But competition is throttling; and profits, in some quarters, are declining. Some industries are despairing of customers. Has advertising, now so generally

used, proven ineffective in maintaining full prosperity? Or have we as yet failed to fully appropriate the power of this great force?

Primarily the function of advertising as a business force is to interpret or expand a personality, whether of a product or of a service or of an industry. Products and services vary greatly in personality or distinctiveness. And it has long been recognized that a distinctive product has a decided advantage and security in the market. Excessive competition, with the squeezing out of normal profits, results from a surplus of identical or alternate products, or a surplus of products believed to be alternate.

Advertising's Opportunity in the Field of Staple Products

Now advertising has won its spurs in the economical movement of distinctive goods, with resultant public gain. Is it not

REAL INDUSTRIAL

the greater field of staples or near-staples to which advertising must now be more widely applied, both in the industrial and consumer fields? And may not we here find a tonic for the price competition malady, thus aiding to restore complete industrial health?

In considering the broader, as well as the more effective, use of advertising, it may well be questioned whether any product, however staple at first sight it may appear, is without elements of distinction. A product is endowed with the qualities of its makers, and no organization is entirely devoid of personality. The very fact of survival in a competitive market is proof that there is distinctiveness in product or service. There are such individual factors as company reliability; assurance of progressive product improvement through intelligent engineering or painstaking research; ability to assist buyers by prompt deliveries; competence of representatives to advise on use and application of the product and on the condition of the market. There are a hundred respects in which firms differ from each other. All these affect the willingness of the buyer to take one manufacturer's product rather than another's, even though the products appear to be similar.

We must increase our knowledge of how to sense these elements of distinctiveness in this great field of the staple product. Then we shall open up new vistas of advertising effort. Then we shall transfer many products from the miasma of excessive price competition to the high free air of competition in quality and service. Then we shall trade up, rather than down. And Business will be the healthier for it.

It is apparent that the very

planning of advertising causes a most searching examination of products, to determine the distinctive elements. If, perchance, there be no market distinction, then, at the very least, advertising may guarantee a continuance of quality. The market position of certain brands of flour, bread, soap, cement, brass, industrial belting—the prosperity attending their makers—is eloquent testimony of advertising's effectiveness in the staple field. It has endowed run-of-product with a special character; and, through the guarantee of sustained quality, advertising has made specialties within staples.

True, advertising does not confer full immunity from price considerations and consequent narrow profits and halting markets, but it does shift the competition to bases of quality and use. It puts the battle on the seller's rather than the buyer's ground, but at the same time it proves a boon to the buyer because of insistence on quality. The slogan, "Quality is remembered long after price is forgotten," already accepted as a principle by industrial consumers, suggests distinct social advantages to consumers at large.

Why, then, we may well ask, has not advertising been more completely adopted by Business? Why is there today some mistrust of advertising and often lack of will to invoke its power to help correct the current business situation?

The Power and Limitations of Advertising

Advertising failures have resulted less from lapses in advertising technique than from advertising misapplied. Advertising cannot create qualities. Advertising cannot give market stand-

MARKETING PROBLEMS

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ing to a product where market value does not exist. It is sheer folly to assume that a product will take on compelling qualities if only they be claimed in advertising. Advertising can express, develop and amplify what is already present. It can stimulate the seed of product or service personality to growth and vigor. It cannot create the seed.

How often, through widespread advertising, do we learn that some worthy product, unknown because unheralded, is now to step out and claim its rightful place in the market. Advertising, presumably, is to supply the vitality, lacking for long slumbering years; advertising, presumably, is to create over night the effective producing organization that the years should have been developing; advertising, presumably, is to create marketing courage where timidity has calmly reigned. Invariably the effort fails. Flashing meteor-like across the sky, the newcomer fades quickly and leaves but blackened night. And often, all unjustly, the finger of accusation is pointed at advertising's failure.

Advertising is a challenge to soundness. It drags an institution into the limelight. It exposes it to examination and to criticism of its claims. Its defects are sure to be exposed. For businesses with productions that match the needs of the times, advertising is a beneficent instrument; for those with products that have no rightful market claim, advertising is either corrective or fatal.

And to soundness of product or service, there must be added soundness of marketing method, if advertising is to be an effective instrument of prosperity.

Distribution costs are being subpoenaed before the court of

public opinion; and too often advertising has had to bear the unjust odium of marketing's shortcomings. The logical markets may have been wrongly appraised. Distribution was attempted under conditions that made the cost prohibitive. Difference in buying habits, according to fields or industries, have been overlooked. Appeals to buyers have not been valid. Distribution channels have not been effectively organized. The sales force has been inadequate, ineffective or mishandled. Yet of advertising is expected the impossible delivery of economical distribution.

We, therefore, have a grave responsibility toward those to whom we offer advertising counsel. Effective advertising must be reared on two sturdy foundations; the first, a product or service which meets existent or unexpressed needs of the market; the second, a waste-free marketing plan for reaching responsible buyers.

The Responsibilities of the Business Press

In thus adapting advertising to its destined sphere of usefulness, we of the business press have endeavored to do our share. The consumer medium creates consumer demand and directs the consumer to the dealer. Our function is to move goods from industry to industry, and from maker to distributor. To no small degree, industry's profits are measured by economies in those many inter-industry and inter-merchant movements which lie back of the final sale.

The very essence of the business press is an intimate relationship with and understanding of the industry or trade served. The significance of its editorial

REAL INDUSTRIAL MARKETING PROBLEMS

counsel finds reflection in the use of its advertising pages. Over inter-industry transactions, the industrial paper throws an effective net, tapping in for every industry on its supply channels, and affording the supplier a direct contact with his market. The buyer uses the industrial paper as a tool of operation, making it the channel through which he selects the materials and equipment for the efficient manufacture of his product.

It is evident, therefore, that the industrial division of the business press has an important beneficial effect on the profit margin. Its reading pages are a text book of economy in manufacture; its advertising pages, a textbook of equipment for doing jobs at lower cost. Through reading and advertising pages, then, it conducts to the lowering of producers' costs on consumers' products. Thus it tends to widen the profit margin. At the same time, through production economies, it gives the public continually greater values.

In its trade division, the business press is friend and counselor of distributor and dealer. It is a powerful instrument in developing producer-distribution relationships that smooth the flow of goods to the public. It transmits evidences of sustained demand, introduces new products quickly, demonstrates the power of quality. Through the trade paper is established a community of in-

terest between manufacturer, distributor and dealer. They become cooperating elements by which consumer wants are filled with desired merchandise of known quality, with prices reflecting speedy turnover.

We can look with great hope on advertising's promise for the maintenance of prosperity. Advertising has an important role in widening the profit margin in both industrial and consumer transactions. It removes products from unhealthy price competition, as fast as it can unearth distinctiveness in products and organizations. It reduces production costs by insistence, in the planning of campaigns, on conformity of goods to needs, and on standardization and simplification. It reduces distribution costs by challenging unsound marketing programs.

In all this, advertising works for the public as well as for the advertiser. It helps stabilize industry, and thus employment and dividends. It emphasizes quality and use, which, with price, are sounder criteria of value than price alone.

For myself and my colleagues in business paper advertising, I pledge you our best endeavors in a continuance of study, research and experiment, to correct misapplication of advertising, to make it a still more effective tool of business, and a still more beneficent agent in advancing the public welfare.

*The complete address has been reprinted in pamphlet form
for those who would like to have a personal copy.*

McGRAW-HILL PUBLICATIONS

New York

Chicago

Cleveland

St. Louis

Philadelphia

San Francisco

London

When You Have to Change to a New Brand Name

How a Flour Manufacturer Remedied a Trade-Mark Mistake and Kept His Jobbing Trade Sold

FOR a number of years the Larabee Flour Mills Company, of Kansas City, Mo., had been putting out a soft wheat flour under the name of "Airy Fairy." The brand was widely advertised through the Southern States and had gained consumer acceptance to a degree that made it a highly popular item among jobbers.

Along came another company, a subsidiary of the Larabee organization, with a plan to manufacture a packaged cake flour. The name "Airy Fairy" was so popular and had quickly gained advertising significance that the new company wanted to use it to designate its product.

The Larabee company assented on the ground that there probably would be no competition to speak of between the two items. Airy Fairy flour was essentially a Southern product, being made out of the so-called "soft" or summer wheat grown in the Central part of Missouri. Most flour is made out of "hard" or winter wheat grown in the Central Western States and the Northwest.

It seems that soft wheat flour, what there is of it, is sold almost exclusively in the Southern States. At least this was the case with the Larabee product. It was expected, on the other hand, that the proposed Airy Fairy cake flour would be confined altogether to the Northern States and that therefore there would be no conflict between the two. Manufacture of the cake flour, under the name of "Airy Fairy," was started and the merchandising was done over a wide area. Meanwhile, the Larabee company kept right on with its regular flour under the same name.

Within six months, it became plain that a serious mistake had been made and that "Airy Fairy" cake flour, without any intention on the part of its makers, was actually in competition with Airy

Fairy flour. This was so regardless of the fact that one was packed in a sack and the other in a cardboard container; one sold through exclusive jobbers and the other through jobbers and brokers; and that the prices of the two were entirely different.

The resulting mix-up faced by the Larabee company can be readily appreciated. Several hurried conferences were called at Chicago and Kansas City, the outcome being that it was deemed essential to get a new name for "Airy Fairy" flour in a hurry and do some high-pressure merchandising in an effort to get the new name established in the shortest possible time.

"Little Princess" was the name chosen to supplant "Airy Fairy."

This was a happy selection in that the company's trade-mark remained essentially the same design, the only change being in the name. The old trade-mark was a circular affair including a drawing of a fairy and some growing wheat. In the new trade-mark, this same fairy became a princess. She had the same wand, the same clothes; in fact she was changed not at all except in her name.

ADVERTISING VALUE OF THE DESIGN

It was correctly concluded by the Larabee sales department that the design had fully as much advertising value as the name, if not more. No change was made in the color scheme of the sacks and, unless one would be discerning enough to read the name, he would not be aware that it had been changed.

The first move in the merchandising plan was to tell consumers about the new name and thus fortify consumer acceptance in a way that would make the "Little Princess" brand acceptable to jobbers. This was done through a series of newspaper advertisements, beginning with a full page. For

six weeks the reasons for selecting the new name were set forth. It was briefly stated that the change had been made "to avoid confusion with Airy Fairy cake flour in packages." It was emphasized that "Little Princess" flour was precisely the same article produced in the same mill and from the same Golden Valley wheat. Subsequent advertising, at the end of the six-week period, made no mention of Airy Fairy with the exception of a line under the new name reading, "Formerly Airy Fairy." The newspaper advertisements were backed up with a poster campaign, window trims, counter displays and motion-picture slides.

The advertising had got well under way before the company's salesmen or jobbers had known anything about the new name or the necessity for it. Then a call was sent out for all the Southern salesmen to meet at Memphis, Tenn., where the whole story was told.

The announcement created what was almost a small riot. The salesmen and division managers registered emphatic opposition. Many had sold "Airy Fairy" in their territories for years. In certain sections it was by far the best seller, some Southern States having as much "Airy Fairy" distribution as on all other flours combined.

"The jobbers will quit us," was the net of the argument. "You simply can't do this thing."

The company was no more enthusiastic than the salesmen, fully expecting that at least 25 per cent of the jobbers would cancel their contracts. But the thing had to be done.

It was arranged that M. C. Taylor, of the advertising agency handling the Larabee account, should go with each salesman to his jobber trade and help tell the story. Mr. Taylor made the rounds of the Southern territory from Ft. Worth to Atlanta and from Memphis to New Orleans, calling upon distributors. Almost without exception the jobbers fought the change vigorously, but not one re-

fused to handle "Little Princess" flour.

So far as the Larabee company has been able to ascertain at this writing, there has been no diminution whatever in retail or consumer demand for the flour. "Little Princess" seems to be every bit as popular as was "Airy Fairy."

Out of this interesting and rather hectic experience the Larabee Flour Mills Company is now able, for the benefit of other manufacturers who may have similar problems, to set down these principles:

1. If an important, or a revolutionary, change in name or policy cannot possibly be avoided, the thing to do is make the change and do the explaining and talking afterward. If it had taken the proposition to its salesmen and jobbers asking for their suggestions and counsel with the object of deciding upon a policy, a hopeless snarl would have been created; probably no change would have been made yet.

2. The general public reads advertising and can appreciate and understand a properly explained merchandising condition. Through the newspaper advertising, it was made plain that while there was urgent need of changing the name, there was no change in the product itself. This explanation the public accepted at its face value as was shown by the instant acceptance of "Little Princess" as a substitute for "Airy Fairy."

3. In a trade-mark the design is substantially as important as the name—perhaps, in some cases, even more so. The picture on the flour sack, the color of the printing and the general layout—these doubtless appeal to as many people as either the old name or the new one.

G. O. Wilcox Joins Youngstown "Telegram"

George O. Wilcox, for many years with the *Cleveland Press*, has been appointed advertising director of the Youngstown, Ohio, *Telegram*. After leaving the *Press* in 1919 to become sales promotion manager of the American Electrical Heater Company, Detroit, he returned to the advertising staff of that newspaper in 1924.



Perhaps this is a tip for the store fixture manufacturers — at any rate here is the way some furniture stores display draperies and similar merchandise. And not a store fixture maker in the country that is after this business — what a break for a live one!

*N*o, furniture stores don't sell what I make — impractical, never could be done. Good day. Send in the next man Miss Simpson." And you shoo another business paper representative out of your presence. ¶ It costs us plenty of money to send the type of men ours are, to see you. Before they call they are fairly well satisfied that what you make *does* have an outlet through this retail field. Get your money's worth out of the interview by finding out what they know about your product and where it fits into the furniture and homefurnishings department store. You might learn something of value. ¶ If you're impatient, write. We'll have someone see you very soon.

FURNITURE RECORD

A Magazine of Better Merchandising
for Home Furnishing Merchants
GRAND RAPIDS, MICH.

For More Than 27 Years The National Magazine of the Furniture Trade
A.B.C.

A.B.P.



The Best Compensation Plan for Salesmen

LOUISVILLE CEMENT COMPANY
LOUISVILLE, KY.

Editor of PRINTERS' INK:

We should like such information as you may have on different plans of compensation for salesmen, covering as fully as possible any suggestions as to straight commissions or compensation based on per cent of profit, etc.

If you have any articles on this we should like to have them. Or, if not, if you could refer us to such magazines or books from which we could secure this information, we would appreciate it.

E. D. HILL,
Assistant Sales Manager.

A MANUFACTURER seeking a new plan for compensating his salesmen has many from which to choose. All sorts of variations of the straight salary and the straight commission plans have been worked out.

William Sample, vice-president of the Ralston Purina Company, indicated how difficult it is to find the one best method when he said recently that nearly every plan of remunerating salesmen has been tried by Ralston in its thirty-five years of business. While the plan that is now in operation is working out satisfactorily the company still feels that its problem has not been definitely solved or that the present plan is perfect.

The search for a basis of paying salesmen that is fair to the company and attractive to the salesman continues and new theories are watched and adopted for experimentation.

The whole subject is one that PRINTERS' INK watches with keen interest and as soon as a new plan meets with any degree of success we endeavor to record the details.

An article telling how the Crescent Manufacturing Company, of Seattle, bases salesmen's commissions on collections, which appeared in the December 15, 1927, issue is typical. This policy of paying salesmen a commission on collections rather than on sales was adopted about two years ago. It has increased the volume of business by cleaning up past due ac-

counts. The earnings of the salesmen have also increased.

The salesmen's compensation experiences of such concerns as the Weatherbest Shingle Co., Inc., The Crouse-Hinds Co., Ralston Purina Co., Chase Candy Co., De Long Hook & Eye Co., Vose Vacuum Cleaner Co., Peckham-Foreman, Inc., Hart Schaffner & Marx, and Coleman Lamp Co., have been given in the PRINTERS' INK publications. A report listing sixty-three articles has been compiled and will be sent to any reader desirous of studying these plans.

With this report and a reference file of PRINTERS' INK and PRINTERS' INK MONTHLY, it is possible to get a bird's-eye view of many of the successful as well as unsuccessful methods of paying salesmen.—[Ed. PRINTERS' INK.]

Indianapolis Agency Adds to Staff

James R. Branson, city editor of the Indianapolis *News*, has joined the Millis Advertising Company, at that city. R. W. Sparks, of the Indianapolis *Times*; Wallace Moore, formerly secretary of the Society for Electrical Development, Rochester, N. Y., and Joseph H. Crawley, of the Prest-O-Lite Corporation, Indianapolis, have also joined the staff of this agency.

Appoints Krichbaum-Liggett Company

The Marietta Concrete Corporation, formerly the Marietta Silo Company, Marietta, Ohio, has appointed the Krichbaum-Liggett Company, Cleveland advertising agency, as advertising counsel. Marietta silos, storage bins, brooders and Maconco building block will be advertised in trade papers and by direct mail.

Hamilton Cochran with Case-Hoyt

Hamilton Cochran has been placed in charge of sales promotion of the Case-Hoyt Corporation, Rochester, N. Y., direct advertising. He was recently head of the creative department of The Stirling Press, New York.

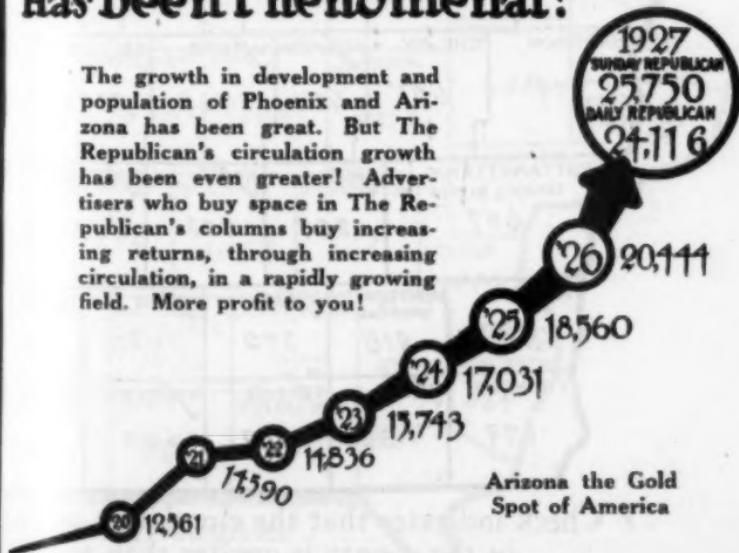
Guenther-Law Extends Service to Europe

Rudolph Guenther-Russell Law, Inc., New York, financial advertising agency, has completed arrangements for agency representation in Great Britain and Europe, through correspondents at Berlin and London.

PHOENIX, ARIZ., March 1, 1928. The City Commission announces immediate plans for the rehabilitation of the municipal street car lines at a cost of \$750,000. An issue of bonds to cover the cost of rehabilitation was voted by the taxpayers and plans for the scrapping of the present system and the installation of a modern traction system have been approved by the City Commission. New rolling stock will be purchased, new rails laid and the entire right of way surfaced with hard paving.

The Arizona Republican's Circulation Growth Has Been Phenomenal!

The growth in development and population of Phoenix and Arizona has been great. But The Republican's circulation growth has been even greater! Advertisers who buy space in The Republican's columns buy increasing returns, through increasing circulation, in a rapidly growing field. More profit to you!



CIRCULATION

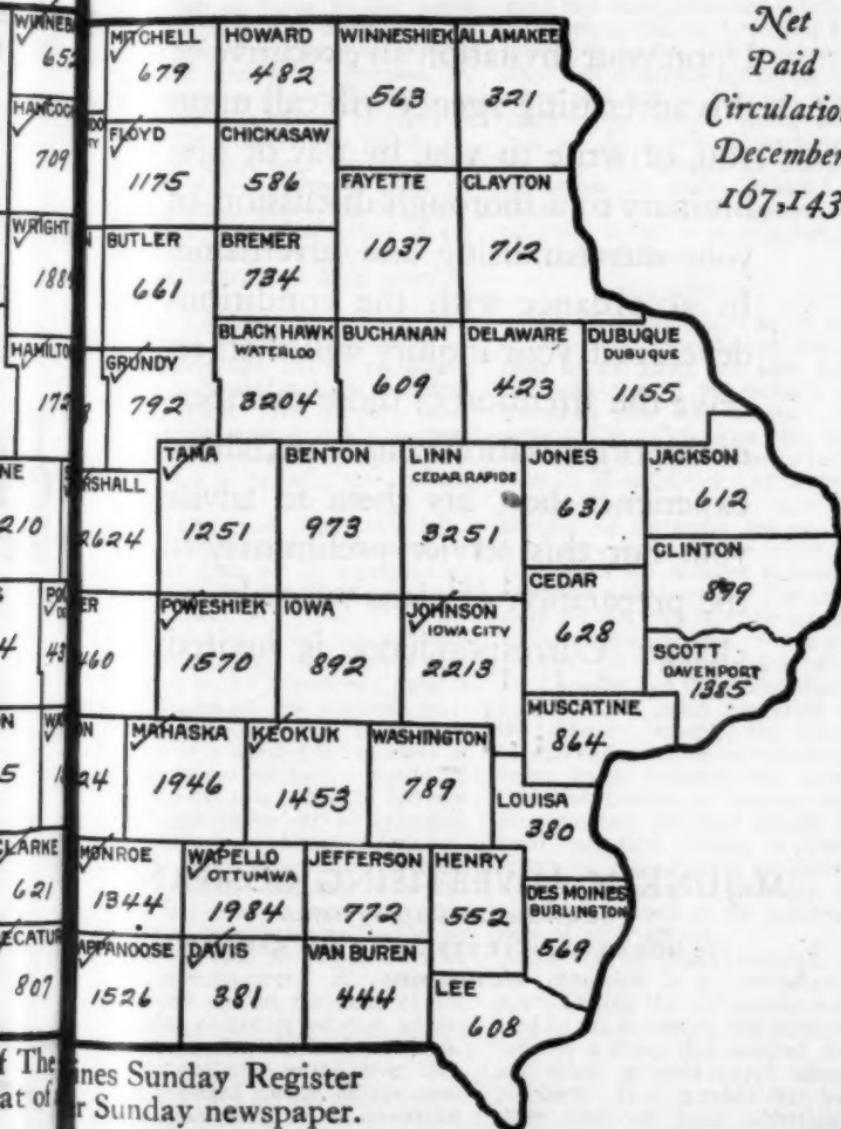
Des Moines

LYON 573	OSCEOLA 965	DICKINSON ✓ 831	EMMET ✓ 1018	KOSSUTH ✓	WANAMAKER 652	MONTGOMERY ✓
SIOUX 611	O'BRIEN 950	CLAY ✓	PALO ALTO ✓	✓ 1447	HANCOCK 1000	YATES ✓
PLYMOUTH 618	CHEROKEE 963	BUENA VISTA ✓	POCAHONTAS ✓	HUMBOLDT ✓	WRIGHT 1881	BUTLER ✓
WOODBURY SIOUX CITY 2754	IDA 592	SAC 1196	CALHOUN ✓	WEBSTER FORT DODGE 4115	HAMILTON GRANGE 1752	SHARPE ✓
MONONA 382	CRAWFORD 1019	CARROLL 1930	GREENE ✓	BOONE ✓	✓ 3210	SHARPE ✓
HARRISON 379	SHELBY 621	AUBUBON ✓	GUTHRIE ✓	DALLAS ✓	POINTER ✓	✓ 47460
POTTAWATTAMIE COUNCIL BLUFFS 647	CASS 1827	✓	ADAIR ✓	MADISON ✓	WYATT ✓	✓ 1244
MILLS 220	MONTGOMERY RED OAK 815	ADAMS ✓ 372	UNION ✓	CLARKE ✓	MONROE ✓	✓ 1321
FREMONT 379	PAGE 1139	TAYLOR ✓ 749	RINGGOLD ✓	DECATUR ✓	APPALACHIAN ✓	✓ 8071

✓ Check indicates that the circulation of The Des Moines Register in the county is greater than that of the Standard.

Only Counties in Iowa Sundays Register

*Net
Paid
Circulation
December
167,143*



The
at of
ines Sunday Register
r Sunday newspaper.

Your Advertising Plans

Upon your invitation an executive of this advertising agency will call upon you, or write to you, by way of preliminary to a thorough discussion of your merchandising and advertising. In accordance with the conditions developed, your inquiry will then receive the attention of those members of this organization whose specialized experience best fits them to advise you. For this service preliminary to the preparation of plans we make no charge. Correspondence is invited.

McJUNKIN ADVERTISING COMPANY
DOMINANT IDEA ADVERTISING
228 NORTH LA SALLE STREET AT WACKER DRIVE
CHICAGO

Wanted—More Information about Local Markets

Intensifying Distribution by Supplementary Campaigns of Local Advertising, a Way to Increased Sales and Larger Profits

By Roland Cole

THE strangely inarticulate condition of many of the towns and cities of this country, or of those who are seeking to promote them as markets for merchandise, constitutes a serious handicap to manufacturers striving to intensify their distribution. Two specific instances which have recently come to the writer's attention illustrate how plain, ordinary indifference is often to blame for failure to get the fullest measure of benefit from the manufacturer's local advertising.

Not many miles from the Atlantic seaboard in a town of something like 100,000 population there is located a large manufacturing plant. The company operating this plant is a big national advertiser. Almost from the day it started in business, this concern advertised, at first locally, then sectionally, and then nationally. For many years it has been spending the bulk of its appropriation in nationally circulated consumer periodicals.

About a year ago the president of this company, who takes a keen interest in the advertising, decided to supplement his national periodical campaign with local campaigns in a selected list of cities in order to see whether it would be possible by this means to increase the consumption of his product. Ten cities were chosen, for no particular reason except that they were well separated and that both jobbers and retailers were enterprising and progressive and could be depended upon to co-operate with the manufacturer. A campaign was laid out on the basis of six months, consisting of two advertisements a week in local newspapers and cards in the street cars. The car-card portion of the campaign was really not an innovation for this company, but the news-

paper advertising was. The company had never attempted it before on anything like so large and extensive a scale. The newspaper copy was carefully prepared, the space used was of fair size, good position was secured, strong sales talk for the product characterized the copy and advance merchandising among the dealers resulted in window and counter displays and adequate stocks in anticipation of a stimulated demand.

THE RESULTS

The record of results at the end of the six months showed that in none of the cities had sales been increased, that in the majority of the cities sales had remained the same and in a few cities sales had decreased slightly. These results were so disappointing and yet apparently so conclusive that all thought of extending the use of local advertising in the effort to supplement the national periodical campaign was dropped. The company did not even take the trouble to investigate in order to find out whether the local campaign failed for a reason, and those who should have been as much interested as the company, namely, the sellers of advertising in the various cities, never knew, because they never took the trouble to inquire, why the company did not extend its local campaign. Some of these sellers have gone right on soliciting this company to this day, in blissful ignorance of the hopelessness of their efforts.

One of the cities included in the campaign is a one-industry town. During the six months covered by the campaign, this industry suffered a slump that resulted, for one thing, in wide-spread unemployment. It is possible that had there been no local advertising during this period, the company's

sales might have been far less than what they were. Yet no one took this condition into account—the company's salesmen, the jobbers and retailers, or the sellers of advertising space in the town. The period of depression has now passed into history. Local conditions are at present booming, and a local campaign might today yield extraordinary results. But because this particular market is not considered of sufficient importance to be worth studying, everybody is losing something, the consumer as well as the seller of advertising space.

A SIMILAR EXPERIENCE

Another manufacturer of a packaged food product whose factory is located in a town of 50,000, more or less, had a somewhat similar experience on a smaller scale. This company's product has been on the market for over twenty-five years, and has been nationally advertised to the consumer throughout that period. It enjoys distribution in grocery stores everywhere throughout the United States, to say nothing of other countries. The sales manager of the company told the writer: "About six months ago we got to studying our distribution by counties and had some maps drawn. We found that many of our so-called overlapping territories were really orphan territories—that whereas two or more distributors might be claiming a certain fringe territory, no one was actually working it. So we decided to experiment with local advertising, which we had never used to any extent.

"We selected a city midway between two important distributors, in which no sales had been made in over two years. First, we sent a special representative there to make a survey and to stock wholesalers and retailers. After talking with our dealers, it was decided to start the ball rolling with a letter and recipe booklet mailed to a list of retailers' customers obtained by our representative from the retailers. This list was carefully checked against the local directory and contained over 10,000

names. The response was very satisfactory, so satisfactory that we decided to undertake a campaign of newspaper advertising in the three local papers. Meantime, we were obliged to send our special representative and demonstrator into another territory.

"In order to lay out an intelligent campaign for the newspapers, we endeavored to secure certain information about the town which might have a bearing on our copy story and the sort of appeal which would likely get the interest of the better class of housekeepers. We wanted the kind of information that a manufacturer's salesmen cannot get without a lot of digging but which those who live in a town ought to be fairly familiar with, or at least know where and how to get it. We were unable to get the kind of information we wanted. Figures on rates, circulation, volume of advertising carried in space and by industries, were obtainable from the newspapers and the number of passengers carried daily, monthly and yearly, were obtainable from the street-car advertising company. But information which would give us some idea of what the town was like as a market for our product was simply not to be had. Without this information, we did not feel like going ahead with the local campaign. And there the matter stands."

Manufacturers located in or near metropolitan centers have sources of information open to them about which other manufacturers, located in small towns and far-away States, know nothing, and to which they could not get access, did they know of its existence. In the case of the two examples I have just described, both manufacturers are located in small towns. Most manufacturers who are located in small towns think of other small towns in terms of their own home towns. What they have been able to do there, or, rather, failed to do, they think must succeed or fail in all other towns, forgetting that it is generally true that a manufacturer's home town is either his best or his worst market—oftener the latter,



A Radio Message That Warrants Broadcasting

WASHINGTONIANS are enthusiastic Radio fans. There are four broadcasting stations here; 134,000 electric meters; seven wholesale Radio houses; seventy-five retail stores handling Radio equipment, ten of which are exclusive Radio stores.

The Star is the preferred advertising medium for Radio.

During 1926 it carried 256,546 lines of Radio advertising. In 1927 this total was increased to 362,687 lines—a GAIN of 106,141 lines; or 41.3 per cent.

The Star goes into practically every home—not only in Washington, the city—but Washington the market—which embraces the 25-mile radius into Maryland and Virginia—so you only need ONE paper—THE STAR—to reach nearly everybody in this prosperous and populous section.

Our Statistical Department will
gladly furnish any detailed information concerning this market.

The Evening Star.

With Sunday Morning Edition

WASHINGTON, D. C.

New York Office:
DAN A CARROLL
110 E. 42nd Street

Chicago Office:
J. E. LUTZ
Tower Building

perhaps. All the large advertisers of the country are not located in the large cities, and if that is true of large advertisers, it is true of medium large advertisers, and small advertisers, and advertisers yet to be.

The national advertiser, located in one of the large cities of the country, is, strange to say, closer to sources of information about markets in smaller cities and towns, than advertisers who are themselves located in small towns. The big city banks, the files of the metropolitan newspapers, the service departments of the business press, the research departments of the large advertising agencies, statistical and service organizations of various kinds, are treasures of information which when called upon can produce helpful data on population, incomes, industries, buying habits, residential zones, number of wholesalers, chain stores and independents, or what have you, about every important local market in the country—or if they do not have it on file they know how to get it in a surprisingly short space of time.

NEWS OF THE COUNTRY GRAVITATES TO CITIES

Besides all this, the news of the country gravitates to the cities, as do traveling salesmen, who exchange information among the members of their own staffs, and with the salesmen of other companies, on conditions in their territories. These opportunities and sources of information are not available to the manufacturer in Akron, Canajoharie, Lorain, Erie, Sugarland, Texas; Springfield, and any number of other cities and small towns.

Besides this country is dotted with one-industry towns, or one-dominant-industry towns, like Medina, Ohio; LeRoy, N. Y.; Troy; Endicott, N. Y.; Westfield, N. Y.; Winston-Salem, N. C.; Gloversville, N. Y.; Meriden, Conn.; Kohler, Wis.; Trenton, N. J.; Battle Creek; Oneida, Corning; Waterbury and many others, where information on raw material, labor and production about a single

industry is readily available but where information on markets is apt to be too highly colored by conditions affecting the industry in the town.

An industry's best markets are frequently farthest from its doors. A boat manufacturer in Salem, Ohio, and an outboard motor manufacturer in Milwaukee may have a wonderful market for their products in Maine. How are buyer and seller to get together? Maine is made up of cities and towns, hundreds of them located near lakes where boats and outboard motors may be used. Each one of these cities and towns has something to say for itself to the manufacturer in Salem and the other one in Milwaukee. There are newspapers, street cars, and places for posters in a great many of these communities, if only some interested and benevolent soul would take the trouble to inform the Salem and Milwaukee firms about them and about the folks who live or sojourn therein and thereabouts.

Once in a while it occurs to some of these owners of advertising space to send information about themselves to the big cities, like Boston, New York, Philadelphia, or Chicago, where as before mentioned it will be available should someone ask for it. But the larger number maintain silence, until the man from Salem and the other men from Milwaukee; Gladstone, Mich.; Bristol, Conn.; Ashaway, R. I.; Danville, Ill., and other towns where sporting goods and vacation paraphernalia are manufactured, get it into their heads that they are determined to advertise and sell their goods not only in Boston, where many tourists buy before going to Maine, but also in Portland, Bangor, Lewiston, Biddeford, Auburn, Augusta, Bath, Sanford and Waterville to say nothing of at least fifty other good-size towns in the State where advertising space in newspapers, street cars, outdoor locations, and the like, is to be had for a consideration.

When a manufacturer of a nationally distributed product is de-

Today fine typography
has wings! The air mail
has made Bundscho's
service available to the
advertising profession
from coast to coast . . .



J. M. BUNDSCO, INC.
Advertising Typographers

58 E. WASHINGTON 10 E. PEARSON
CHICAGO

HERE TYPE CAN SERVE YOU

When the Sales Manager visits Boston

SOME sales managers keep a weather eye constantly on the Boston territory.

"This is a difficult market," the local distributor explains in response to inquiries, "difficult to sell, difficult to advertise in."

So the sales manager decides to go and see for himself. What does he find?

IN the Boston territory, within a 12-mile radius of City Hall, live 1,567,000 people, the greatest concentration of people in New England. Within this 12-mile area is the greatest concentration of grocery, hardware, drug, dry goods and furniture stores, auto dealers and garages.

Here the Clearing House Parcel Delivery, jointly employed by Boston's department stores, confines its deliveries entirely to this 12-mile area. And 74 per cent of all deliveries by these same stores are made in this area. A clearly defined market.

To cover this key market successfully requires an advertising medium whose circulation in large

part parallels this 12-mile Parade Delivery Area. The Globe fills this need exactly. Here the Globe has the largest Sunday circulation of any Boston newspaper, while the circulation of the Daily Globe exceeds that of Sunday. Uniform seven-day concentration!

BOOSTON'S keenest merchandisers—the department stores—recognize the Globe's dominating position in this market by using more space in the Daily Globe than in any other daily paper. And the Sunday Globe carries as much department store advertising as the other three Sunday newspapers combined!

What are the reasons for the leadership? The Globe, making no appeal to race, creed or political affiliation, enjoys the whole-hearted support of *all classes*.

In general news, editorials and sports, the Globe's independence has won the approval of men. And its widely-known Household Department makes the Globe the daily counsellor and guide of New England women.

To put your advertising message before the people who make up Boston's Key Market you must use the Globe first.

The Boston *The Globe*

Publisher's Statement Net Paid Circulation for 6 Months ended Sept.

**Out of Boston's
total trading territory this
12-mile area contains:**

- 74% of all department store package deliveries
- 61% of all grocery stores
- 60% of all hardware stores
- 57% of all drug stores
- 57% of all dry goods stores
- 55% of all furniture stores
- 46% of all auto dealers and garages

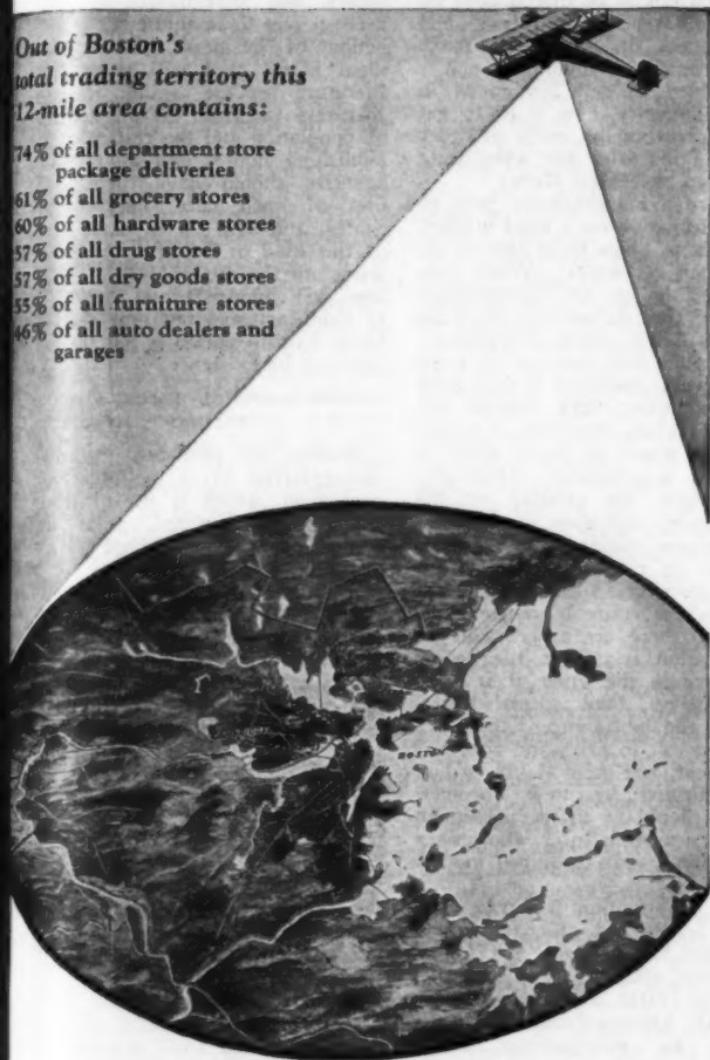
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men. An
Household De
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New Eng

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u must w



Our booklet "The Individual Home —the best market for any advertiser" will give you a new viewpoint on the Boston market. Write on your business letterhead.



**Globe
ells Boston.**

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be
hs end

Sept. 30, 1927—Daily 293,482—Sunday 329,518

termined not to be discouraged by the indifference, inefficiency and carelessness of those who make their living in a community, and is determined to sell his goods in that community, how is he to get the information he needs in order to make his sales and advertising campaign successful there?

Before a manufacturer tries to get information on a local market, he ought to know what kind of information he wants. When people step up to an "Information Bureau" they do not say, "Tell me all you know about everything," but instead they ask one or more very specific questions if they want specific rather than general answers. What, therefore, a manufacturer wants to know about a town or a community would depend upon his product or his proposition, and upon his immediate purpose rather than upon his general or remote purpose. But aside from the special considerations which relate to a particular product, there are other items of information related to the people who live in the town, their likes and dislikes, their special tastes, habits and preferences, their responsiveness to sales and advertising effort, and their ability to buy as indicated by their incomes, which should be in the possession of every manufacturer who craves to see his goods consumed in that town.

The information printed in guide books and other statistical literature has its place, and a very important place. Trade journals, business, farm and religious periodicals, almanacs and data books issued by metropolitan newspapers contain much valuable data, compiled at great expense and at much painstaking effort, and these publications are usually distributed freely to all who will take the trouble to write for them. Local boards, chambers of commerce and trade extension committees are in existence and in energetic operation in hundreds of cities and towns all over the United States and many of them issue intelligently compiled pamphlets about their communities designed to give far-away manufac-

turers and distributors every needful fact to facilitate the transaction of business. A Government postal card will bring this literature for the asking. Manufacturers far from the big centers of population and the resources of publishing houses and advertising agencies should have their own files of such data, indexed by States, and kept up to date. All of this kind of information is essential in the study of local markets, yet hundreds and hundreds of manufacturers not only do not know how to obtain it but do not know of its existence.

MORE PERSONAL INFORMATION WANTED

Besides the published information referred to in the preceding paragraph, which is useful when statistics are wanted, what the manufacturer wants more than anything else is something of a more intimate or personal nature. He would like to know, for example, what an average citizen of the town knows about his town, as, who are the wealthy or influential men or families; how do the different stores rate in public opinion; what sort of things interest the "folks" of the town in a community way; does the town hold an annual fair, or industrial exposition; are "sales" popular; how do the people amuse themselves in winter and in summer; how are the local newspapers regarded, editorially and as advertising mediums; is the town a "chain-store" town or are the independent dealers stronger than the chains; what was the volume of retail business for a week—or bank deposits—or volume of freight handled—or the number of building permits registered or contracts awarded. In other words, what sort of information would best give a stranger some idea of the town's size and business enterprise?

A man, now engaged in manufacturing but formerly prominently connected at different times with two large advertising agencies, said to the writer: "Now that I am in my own business and am trying to sell my product to people who live in distant com-

munities, I am experiencing much trouble in obtaining, by mail, information from them about these communities and the business interests located there who should be interested in helping me. They write me letters, they send me booklets, they advertise in trade publications. But their talk is all about themselves and nothing about the people who live in the town. If it's a newspaper, I read all about its circulation, how this circulation has increased, how much better this circulation is than any other paper's circulation, the price of this circulation as compared with what it's really worth, and how at a certain low price I can get all this wonderful circulation and thereby reach every person or family of any consequence in the town. This kind of information is exactly as much use to me as the statement that my factory is the best old factory in the world would be of use to a prospect for my product."

MERE CIRCULATION FIGURES ARE NOT ENOUGH

My purpose in quoting the foregoing statement is to emphasize the fact that advertising and sales effort, to get anywhere, must be directed at something more than circulation figures. Success in reaching a market depends upon the intelligence and energy with which the buyer of advertising addresses himself to the job of finding out what he wants to know about his market and the intelligence and enterprise with which the man who is selling that market places the information about the market before the buyer. Conditions of peculiar difficulty face the manufacturer seeking to intensify his distribution with the help of national advertising alone. While it is undoubtedly true that many manufacturers hesitate to institute local campaigns because they do not want to relieve their dealers of the responsibility of sales effort, or because limited distribution in a town would not warrant local advertising, or because they have guaranteed their dealers protection from the competition of cut-price stores or because their

goods are sold under an exclusive agency agreement, conditions during the coming months are going to force many manufacturers to enter local markets militantly or suffer serious losses.

What, therefore, is to be done? Several things. On the manufacturers' side, the first and most important thing is to decide to know more about local markets and to organize some sort of activity toward that end. This effort may well begin with a study of the weakest territories, or those sections or towns where distribution is scantiest. The second thing to be done is to formulate a program, or draw up a list of the items of information which the manufacturer must know about each local market, and then set some agency in motion to collect that information. Having reliable facts in hand is one of the most certain ways to avoid error and to make even a minimum expenditure count for its potential maximum.

On the side of the town, or those who have this town or market for sale in an advertising sense, the first and most important thing to be done is to compile the sort of information an out-of-town advertiser would want. The second thing to be done is to realize that in addition to New York, Chicago, Philadelphia, Boston and a few other large cities, where many advertising manufacturers are located, there are forty-eight States in this country where literally thousands of other advertising manufacturers are located, and that some very large advertisers are located in very small towns. The third thing to be done is to devise a way to get the compiled information about the local market into the hands of advertisers who desire to sell their merchandise, or should, to the people who make up the local market.

Nichols & Brown, New Advertising Business

Hiram Nichols, for six years advertising manager of the Chicago Trust Company, and Edward O. Brown, for seven years with the National Malleable & Steel Castings Company, Chicago, have started a new advertising business at Chicago.

← "SELL IT IN THE ALL A

The average
Net Paid
Circulation
of the
Sunday
New York American
is now
Greater
than ever before.



.... and by the way, the
Sunday New York American during 1927 was
first in ten major classifications of advertising
among New York Standard Sunday Newspapers

ALL DAY HOME NEWSPAPER"



Furniture

Sunday American	984,022 Lines
Second Paper	666,834 "
Third Paper	666,698 "
Fourth Paper	325,672 "



Automobiles

Sunday American	795,684 Lines
Second Paper	744,478 "
Third Paper	666,172 "
Fourth Paper	449,370 "



Dry Goods

Sunday American	2,627,096 Lines
Second Paper	1,779,828 "
Third Paper	1,560,866 "
Fourth Paper	1,340,776 "



Foodstuffs

Sunday American	101,966 Lines
Second Paper	96,528 "
Third Paper	87,950 "
Fourth Paper	40,542 "



Jewelry

Sunday American	52,024 Lines
Second Paper	27,204 "
Third Paper	25,932 "
Fourth Paper	13,974 "



Musical Instruments

Sunday American	215,790 Lines
Second Paper	147,140 "
Third Paper	135,330 "
Fourth Paper	60,450 "



Amusements

Sunday American	315,268 Lines
Second Paper	252,970 "
Third Paper	270,392 "
Fourth Paper	248,656 "



Tobacco

Sunday American	119,984 Lines
Second Paper	51,540 "
Third Paper	49,704 "
Fourth Paper	42,524 "



Beverages

Sunday American	51,864 Lines
Second Paper	50,504 "
Third Paper	24,028 "
Fourth Paper	7,466 "



Druggist Preparations

Sunday American	206,116 Lines
Second Paper	109,758 "
Third Paper	114,770 "
Fourth Paper	81,730 "

Figures from Evening Post Statistical Bureau

Sunday New York American

"The Backbone of New York Advertising"

NEW YORK
1834 Broadway

CHICAGO
35 E. Wacker Drive

BOSTON
5 Winthrop Square

SAN FRANCISCO
625 Kearny Bldg.

Preferred Positions in Special Departments *at Regular Rates*

Subjects of special interest to sportsmen are given emphasis in FOREST and Stream in special departments. Leading authorities in their respective fields edit these departments—

Arms & Ammunition	Game Breeding
Fishing & Tackle	Dogs & Training
Camp - Sport - Tour Series	Camps & Resorts

Advertisers running copy in these fields are given preferred position in the special departments. There is no additional charge for these positions—but *copy must reach us early*.

Just another service to advertisers rendered by America's first outdoor magazine, still \$1 per line—the lowest in the field.

FOREST AND STREAM

221 West 57th Street, New York, N. Y.

*The Only A. B. C. Magazine in the Outdoor Field
Reporting No Subscriptions in Arrears*

If Advertising Is to Inform Rather Than Persuade—

An Interesting Hook-up of Department Store Selling with Generally Advertised, Branded Merchandise

NEWSPAPER advertising done by the J. L. Hudson Company, of Detroit, seems to furnish an instructive example of one of the right methods of allying a retail store with a manufacturer's merchandising system.

One large department in the Hudson establishment is known as the Electric Appliance Shop. A recent newspaper advertisement put out in the interest of this department is unusual and significant in that it is made up entirely of merchandise for which consumer acceptance has been established through a consistent advertising program carried on by the makers.

Special attention is called to refrigerators, vacuum cleaners, electric washers and ironers. Four items, all of opposing makes, are advertised in each classification.

The advertising is purely descriptive, with a minimum of adjectives and a total absence of high-pressure selling talk.

Under the head of refrigerators, for example, there are drawings and descriptions of Frigidaire, Kelvinator, Copeland and Electro-Lux refrigerating machines. These are highly competitive items as every merchandiser knows, the competition being especially strong between Frigidaire and Kelvinator. It is to be assumed that insofar as net profit is concerned Hudson has no special favorite out of the four. Anyway they are simply listed and priced, side by side, and the customer is left to make her choice without being influenced by any remarks on the part of the store. The individual selling talk in each case has been presented by the manufacturer in his own advertising. It is not necessary, therefore, that the store shall add any more to this presentation. Having the merchandise and telling about it in its advertising is sufficient.

The vacuum cleaners, washers and ironers are handled in the

same way, no favoritism being shown to any one item.

In the headline of the advertisement is to be seen what is a complete and striking merchandising sermon in itself. "These Hudson appliances," the headline says, "make electricity work." Hudson appliances? At first sight this would seem to be rather a strange method of describing the goods; but, after all, the case is stated correctly. Hudson does not make these appliances but they are featured in the store and its advertising. The store has confidence in their salability and in the companies producing them. Therefore, in this case, the four lines of commodities are clearly Hudson merchandise to be advertised and sold as such.

This Hudson advertisement merits the careful study of retailers handling advertised brands and of manufacturers interested in promoting the selling efficiency of the retail store. By using the term "Hudson appliances" it quietly, and yet powerfully, allies the store with the goods and with the full force of the general advertising that has brought them into the buying consciousness of the public. And the purely descriptive method of presentation completes the hook-up in a most forceful way.

If the purpose of advertising is to inform rather than to persuade (and who is there to urge the contrary view?) the Hudson store seems to have found the correct method of going about it.

Wolf's Head Oil Account to Charles C. Green

The Wolverine Lubricants Company, New York, manufacturer of Wolf's Head oil, has appointed the Charles C. Green Advertising Agency, Inc., New York, to direct its advertising account. Newspapers will be used in a limited territory during the spring and summer months.

Inland Daily Press Re-elects John H. Harrison

THE Inland Daily Press Association, composed of newspaper publishers of the Central States, at its annual meeting in Chicago last week, re-elected John H. Harrison, publisher of the Danville, Ill., *Commercial-News*, to its presidency.

The most important business of the meeting was the amendment of the association's constitution to allow for a more centralized control of the organization. This control, by means of the amendment, has been placed entirely in the hands of the board of directors. In addition, the president of the association becomes an ex-officio member of the board. A secretary will also be employed by the board.

Among those who spoke at this meeting were Dr. Herman Bundesen, health editor of the Chicago *Daily News* and former health commissioner of Chicago; William H. Stuart, of the Chicago *Evening American*, who talked on "Newspaper Ethics," and Bloor Schleppey, secretary of the Chicago branch of the American Newspaper Publishers Association. Dr. Bundesen asked the publishers to serve the public by campaigning for a statute requiring all candidates for public office to show a satisfactory certificate of health before being allowed to run.

Other officials of the Inland Daily Press Association are:

Vice-presidents: Canada—H. B. Muir, Kingston, Ont. California—Harlan Palmer, Hollywood, Colorado—T. E. Knowles, Illinois—Davis Merwin, Bloomington, Indiana—Samuel E. Boys, Plymouth, Iowa—Clyde Rebedeaux, Muscatine, Kansas—John Redmond, Burlington, Kentucky—E. J. Paxton, Paducah, Michigan—C. A. French, Holland, Minnesota—Hobson Savoy, Faribault, Missouri—F. E. Rucker, Independence, Nebraska—Eugene Huse, Norfolk, North Dakota—E. A. Tostevin, Mandan, South Dakota—S. X. Way, Watertown, Ohio—Zell Hart Deming, Warren, Wisconsin—F. T. Leahy, Stevens Point.

Board of directors: Indiana—E. H. Harris, Richmond, chairman, Iowa—S. G. Goldthwaite, Boone, Wisconsin

—Frank H. Burgess, LaCrosse. Other members of board who hold over for another year include: Illinois—A. M. Snook, Aurora, Indiana—Charles J. Robb, Michigan City, Michigan—J. E. Campbell, Owosso, Illinois—A. O. Lindsay, Quincy, Michigan—T. O. Huckle, Cadillac, Minnesota—C. R. Butler, Mankato.

"Electrical Manufacturing," New Gage Publication

Electrical Manufacturing is the name of a business paper, the first issue of which will make its appearance in April. It will be published monthly by The Gage Publishing Company, Inc., New York, publisher of *Electrical Record*.

Electrical Manufacturing, it is stated, will be published exclusively for the manufacturing branch of the electrical industry.

Stanley A. Dennis will be editor-in-chief. For the last four years he has been editor of *Electrical Record* and he will continue to direct that paper editorially. He was formerly director of the Bureau of Business Standards of the A. W. Shaw Company, Chicago.

L. C. Fletcher is advertising manager of the new publication which will have a page size of nine by twelve inches. The advertising page will be two columns of three and three-eighths by ten inches or a seven by ten inch type page.

Remington-Rand Appoints Grand Rapids Agency

Walter J. Peterson, Grand Rapids, Mich., advertising agency, has been appointed to handle the advertising account of Remington-Rand, Inc., Tonawanda, N. Y., and its subsidiaries.

This account will cover advertising of office equipment including Remington Noiseless Typewriters, Dalton Adding Machines, Safe-Cabinets and Kalamazoo Loose-Leaf, Kardex-Rand, Baker-Vawter, and Library Bureau filing equipment.

New Accounts to Bissell & Land

The Republic Iron & Steel Company, Youngstown, Ohio, and the Hill Clutch Machine & Foundry Company, Cleveland, manufacturer of power transmission machinery, have appointed Bissell & Land, Inc., Pittsburgh, Pa., advertising agency, to direct their advertising accounts.

Lubrication Service Inc., Pittsburgh, automobile lubrication, has also placed its advertising account with this agency.

Honolulu "Star-Bulletin" Ap- points R. J. Bidwell Company

The Honolulu, Hawaii, *Star-Bulletin* has appointed the R. J. Bidwell Company, publishers' representative, as Pacific Coast and Rocky Mountain advertising representative. The Alcorn & Seymour Company continues as Eastern and Middle Western advertising representative.

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\$3,900

Buys a Full Year's Campaign

in

The Outlook

PUT your product every other week for a solid year before the most responsive audience per capita in America.

With this complete campaign:

- 1 Back Cover
- 5 Full Pages
- 12 Single Columns
- 7 48-line Insertions
- 1 54-line Insertion

—making a consecutive 26-insertion campaign. Compelling the attention of the nation's best families. Directed to the primary centers of business influence. Write for a special plan on your own specific problem.

THE OUTLOOK

120 East 16th Street, New York

FRANCIS RUFUS BELLAMY, *Publisher*

WM. L. ETTINGER, JR., *Advertising Manager*

Boston must

ADVERTISING and sales managers familiar with the Boston trading territory double-check that spot on the sales-map representing the Hub. This double-check is a reminder—that Business Boston is a divided market and that the population is separated into two great groups.

This division of Boston's people is a development of the years, a gradual evolution that has produced two population masses that differ sharply in thought, habit and personal preferences. Wealth or class have nothing to do with it. The separation is one wrought by tradition, heredity, belief and environment. But the cleavage is well defined and must be taken into consideration by any advertiser seeking to market his wares throughout the entire Boston trading area.

This area is a compact unit. Nearly two million people live within a short distance—a thirty-minute ride or less—from the heart of the city. Nearly three million are within an hour's ride. They are all Bostonians, though divided, and must be reached through different media.

The major Boston newspapers are themselves the best proof of the divided affiliations of Boston's people. The various publishers have decided to which group they prefer to cater and have deliberately fashioned their editorial, news and advertising policies to appeal to that particular group.

The group that the *Herald-Traveler* chose to serve has made this newspaper its popular representative. The *Herald-Traveler* is the newspaper unreservedly accepted by this group, which represents the outlet of the leading re-

Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Avenue, New York, N.Y.
914 Peoples Gas Bldg.,
Chicago, Ill.



For six years the *Herald-Traveler* has been first in National Advertising, including all financial, automobile and publication advertising, among Boston newspapers.

t checked twice



tailers in Boston as well as the surest and most profitable outlet for national advertisers.

In per capita wealth and buying power the Herald-Traveller group is, by far, the more important and it is significant, to the advertiser, that this group is served by the Herald-Traveller alone.

To adequately influence the entire Business Boston market—the double market—both groups must be reached through their favorite newspapers. The first group demands the Herald-Traveller, the second group can be covered by any one of the other three major newspapers.

BOSTON HERALD-TRAVELER

Advertising Representative:
GEO. A. McDEVITT CO.
250 Park Avenue, New York, N.Y.
914 Peoples Gas Bldg.,
Chicago, Ill.



For six years the Herald-Traveller has been first in National Advertising, including all financial, automobile and publication advertising, among Boston newspapers.



BOYS' LIFE,
2 Park Avenue, New York, N. Y.

Brooklyn, N. Y., February 15, 1928.

Gentlemen:—The unusual knowledge amassed by our younger generation was forcibly brought to my mind last week by a suggestion made by my boy. For many years I have been in the habit of using one of the old fashioned type of razors in my morning shave. My son called my attention to a product which he advised was dependable and which he claimed would give greater satisfaction. I have followed his advice and found the product very good.

Such cases happen frequently in our home and illustrate the wide practical knowledge of our younger generation.

(Signed) A. L. BUCKNAM.

Present day young men take a certain pride in shaving and in brushing their teeth. They appreciate the value of personal appearance and know that it is important to guard their health. With keen sense of present day values it is little wonder that they are so well able to discriminate in the selection of many products. Every purchase they make is made with a happy combination of enthusiasm and surprising buying knowledge.

BOYS' LIFE offers you the Boy Scout market, an organization which numbers among its members one out of every seven boys of scout age. Your advertisement in BOYS' LIFE will secure access to this great group—615,000 boys in their teens and will be read in the homes where the boy is a vital part of the family circle.

BOYS' LIFE

Boston

New York

Chicago

Los Angeles

Supreme Court Okays Farm Co-operative Marketing Law

With Over 11,000 Active Organizations of This Kind, Manufacturers in Many Fields Will Find Considerable Significance in This Decision

THERE are probably over 11,000 co-operative farm marketing associations actively operating in this country today. They own factories, canning plants, grain elevators, stockyards, warehouses, etc. Therefore, manufacturers selling equipment used in these types of plants are directly concerned in the future of the farm co-operative.

Similarly, manufacturers who sell every conceivable item of farm equipment, as well as products used in the farm home, have a selfish interest in these co-operatives. Their combined memberships total some millions of farmers. It is an established fact that the "co-op" has both increased the farmer's earnings and spread his income more evenly over the year. That is a language any manufacturer selling to the farm market can understand.

Therefore, the fact that the Supreme Court of the United States recently handed down a decision sustaining the constitutionality of a Kentucky statute authorizing and protecting the co-operative marketing of agricultural products is something which may well be calculated to cause producers, as well as Farmer Gray, to be considerably elated. The case, stripped to its essentials, is as follows:

The Liberty Warehouse Company, a Kentucky corporation, operates a warehouse at Maysville, in that State. It receives and sells loose-leaf tobacco for the accounts of growers. It was the plaintiff in the Supreme Court case.

The defendant—the Burley Tobacco Growers' Co-Operative Marketing Association—is incorporated under the Bingham Co-Operative Marketing Act, a Kentucky statute which authorizes the incorporation of non-profit co-operative associations for the orderly marketing

of agricultural products. It also authorizes these associations to make certain types of contracts with farmers for marketing their products. Penalties are provided for violation. The validity of this statute was the question upon which the Supreme Court ruled.

The sections of the statute which were specifically assailed by the Liberty Warehouse Company were those which declared it to be a misdemeanor to induce any member of a co-operative organization to breach his marketing contract with an association. Warehousemen are included in the scope of these sections.

It appears that one Mike Kielman joined the Burley association and executed the standard contract. Nevertheless, he delivered 2,000 pounds of his 1923 crop to the warehouse company. This company, according to the Supreme Court, "sold the same, with full knowledge of the circumstances. Before the sale, the association notified the warehouse company of Kielman's membership and of his marketing contract, requested it not to sell his tobacco, and called attention to the prescribed penalties."

The case was originally brought before a trial court by the Burley association which won a decision for \$500—the penalty prescribed under the Bingham law. This was affirmed by the Court of Appeals. The Liberty warehouse then brought the case up to the Supreme Court of the United States, where it endeavored to prove, among other things, that the enforcement of this judgment would deprive it of constitutional rights.

On this point, the Supreme Court ruled as follows:

The court below affirmed "there is no statute at present in this State, nor was there any when the cause of action herein arose, against pools, trust and monopolies." Considering this and further declarations in the same opin-

ion, we can not say that any common law rule recognized in the State of Kentucky forbade associations or contracts similar to those before us when intended to promote orderly marketing. Undoubtedly the State had power to authorize formation of corporations by farmers for the purpose of dealing in their own products. And there is nothing to show that since the Bingham Act producers may not form voluntary associations and through them make and enforce contracts like those expressly authorized.

Counsel maintain that the Bingham Act takes from the Warehouse Company the right to carry on business in the usual way by accepting and selling the tobacco of those who voluntarily seek its services and thus unduly abridges its liberty. Undoubtedly the statute does prohibit and penalize action not theretofore so restricted and to that extent interferes with freedom. But this is done to protect certain contracts which the legislature deemed of great importance to the public and peculiarly subject to invasion. We need not determine whether the liberty protected by the Constitution includes the right to induce a breach of contract between others for the aggrandizement of the intermeddler—to violate the nice sense of right which honorable traders ought to observe.

It is stated without contradiction that co-operative marketing statutes substantially like the one under review have been enacted by 42 States. Congress has recognized the utility of co-operative association among farmers in the Clayton Act, 38 Stat. 731; the Capper-Volstead Act, 42 Stat. 388; and the Co-operative Marketing Act of 1926, 44 Stat. 802. These statutes reveal widespread legislative approval of the plan for protecting scattered producers and advancing the public interest. Although frequently challenged, we do not find that any court has condemned an essential feature of the plan with the single exception of the Supreme Court of Minnesota in the cited case.

The opinion generally accepted—and upon reasonable grounds, we think—is that the co-operative marketing statutes promote the common interest. The provisions for protecting the fundamental contracts against interference by outsiders are essential to the plan. This Court has recognized as permissible some discrimination intended to encourage agriculture. American Sugar Refining Co. vs. Louisiana, 179 U. S. 89, 95. Cox vs. Texas, 202 U. S. 446. And in many cases it has affirmed the general power of the States so to legislate as to meet a definitely threatened evil. International Harvester Co. vs. Missouri, 234 U. S. 199; Jones vs. Union Guano Co., 264 U. S. 171. Viewing all the circumstances it is impossible for us to say that the legislature of Kentucky could not treat marketing contracts between the association and its members as of a separate class, provide against probable interference therewith, and to that extent limit the sometime action of warehousemen.

The liberty of contract guaranteed by the Constitution is freedom from arbitrary restraint—not immunity from reasonable regulation to safeguard the

public interest. The question is whether the restrictions of the statute have reasonable relation to a proper purpose. Miller vs. Wilson, 236 U. S. 373, 380; Lindsley vs. Natural Carbonic Gas Co., 220 U. S. 61, 78. A provision for a penalty to be received by the aggrieved party as punishment for the violation of a statute does not invalidate it. St. Louis, Iron Mountain & Southern Ry. Co. vs. Dicksey Williams, 251 U. S. 63, 66.

Justice McReynolds delivered the opinion of the Supreme Court.

Aaron Sapiro, of New York, one of the attorneys for the Burley Tobacco Growers' Co-operative Marketing Association, who has been actively associated with the co-operative marketing movement for a number of years, said in an interview with a PRINTERS' INK representative.

"The action of the Supreme Court of the United States, as embodied in the opinion just handed down, establishes the constitutionality of the co-operative marketing of agricultural products, as authorized by the existing laws of the United States and by the statutes of three-fourths of the States, and definitely settles the question that the State has the power to safeguard co-operative contracts which thereby makes the system practical and effective.

"The success of the co-operative marketing movement would not be possible except for a firm legal foundation in the law. If warehouses, redrying and packing plants are to be built, there must be a certainty of paying for and maintaining them. If community co-operatives are to advertise and sell, often in advance of delivery, they must be sure that farmers will deliver their crops. Thus the necessity for a binding contract develops and it is important to have a standard form of co-operative marketing law and a standard form of co-operative marketing contract containing the essentials without which these voluntary co-operative associations, organized without capital and operated without profit, could not hold together and successfully market the products of their members."

The Ritz-Carlton Hotel, Philadelphia, has placed its advertising account with May & Dippy, Inc., advertising agency of that city.

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Mother powders her nose in Public

And why not? . . . Yet ten years ago she used powder only sparingly, and rouge not at all. In that time astonishing things have happened. In countless ways she has changed her living habits and her buying habits. These changes are forcefully described in our new booklet,

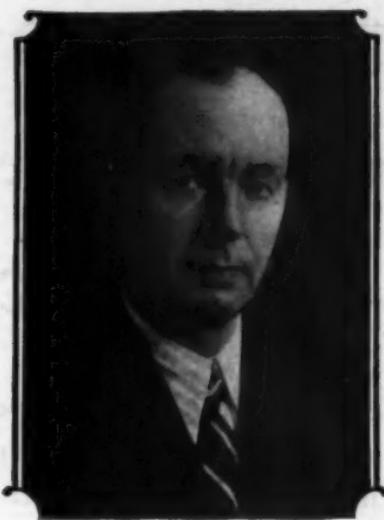
"Mother Steps Out"

Send for a copy



McCALL'S MAGAZINE
236 W. 37th Street
New York

Mar. 1, 1928



Professor D. C. Kennard

Chosen to Lead in a Billion-Dollar Business

PICTURE a business with annual production worth more than a billion dollars—rivaling the income of the United States Steel Corporation. Picture a business carried on throughout all our vast country districts, nationwide.....engaging the efforts of more than 30 million workers. Then you will appreciate the scope and importance of the established business of Poultry Raising.

The Farm

first in the

PHILADELPHIA • NEW YORK • BOSTON • ATLANTA

The key position in the entire poultry field—the place of greatest and surest influence—is the Poultry Editorship of The Farm Journal.

Hundreds of thousands more farmers read The Farm Journal than any other publication. Its circulation is largely concentrated in the poultry-raising sections. And the excellence of its poultry pages over a long period of years has attracted an exceptionally high proportion of poultry-interested readers.

Professor Dwight C. Kennard, the new Poultry Editor, is particularly well fitted to further The Farm Journal's poultry work. To six years practical experience on a poultry ranch in the celebrated Petaluma district have been added many more years at agricultural colleges in Kansas, Wisconsin, Indiana; and at the Ohio Experiment Station, in charge of all poultry investigation.

He is a leader among the modern, daringly-open-minded, scientific agriculturists—critical of long accepted methods—smashing age-hallowed dogmas. And his ideas appeal to the present-day progressive farmers, those young in years or in spirit, as the response to his series of articles in The Farm Journal during the past year has fully proved.

The acquisition of Professor Kennard marks another step in the constant effort to keep The Farm Journal the most informative, the most authoritative and helpful magazine for those who live in the country.

1,400,000 Responsive Circulation

Journal

farm field

ATLANTA CHICAGO · SEATTLE · SAN FRANCISCO · LOS ANGELES

"The Paper That Has the Most Classified Can Generally Be Safely Pronounced the Best Paper"

George P. Rowell wrote this in his book "Forty Years an Advertising Agent."

It has since become an axiom of the advertising business.

LA PRENSA of Buenos Aires publishes every day seventy, eighty, or more columns of want-ads and real estate classified, a volume that no other Argentine newspaper ever reached, even by employing most

aggressive American practices.

Yet this huge volume comes voluntarily to LA PRENSA, over the counter, and mostly cash in advance at very high rates.

No solicitors are employed and advertisements will not be accepted over the telephone.

The only reason the paper secures them is that sales result from the offers made.

LA PRENSA of Buenos Aires

has for many years been known as one of the great newspapers of the world.

It publishes more pages, more news, and more advertising every day than any other paper in South America.

Its circulation also is the largest in South America. This circulation is growing constantly.

Exclusive Advertising Representative
JOSHUA B. POWERS

14 Cockspur Street
London, S. W/1

250 Park Avenue
New York

Separate Corporations for Domestic Sales

The Reason Behind Such Corporations Lies in a Desire to Lighten the Burdens Placed on Business by State Taxation Laws

THE number of businesses that have organized separate corporations to handle domestic sales seems to increase each year. This steady increase has provoked an interest in certain quarters for information on the reasons behind this tendency.

In some quarters it is presumed that the move is made in order to give the sales department more freedom in order that it might work more efficiently. In other quarters it is assumed that it is done for bookkeeping reasons. The thought is that if the two activities are separated into two corporations it will be easier to allocate and determine the expenses and profits of each of these two major divisions.

An investigation of the subject, made by means of questionnaires, sent to a fairly large list of businesses which have organized separate corporations to handle domestic sales, fails to indicate that such reasons have any weight in the matter.

There is only one real reason. That reason lies in the taxation laws of the many different States of the Union. This taxation situation has been described as follows: "To secure the legal right to do a local business in any State, ~~the~~ a corporation organized under the laws of another State (known to the former State as a foreign corporation) is required to pay a qualifying fee, a franchise or a license tax, and perhaps an additional income tax."

The separate sales corporation is a device, invented by American business, whereby liability under such taxation can be limited. Taxation, in most States, is usually based on the capitalization of the company doing business in that State. A sales company, obviously, requires a much smaller capitalization than a corporation engaged in both production and sales work.

Therefore, it is plain that a sales corporation can materially decrease the taxation burden.

Separate sales corporations will, doubtless, increase in number until this situation is changed, either for the benefit of the State or for the benefit of businesses engaged in interstate commerce.

THE FIGHT ALREADY HAS STARTED

There is, it should be noted here, already under foot a movement calling for a change in the situation by organized business. The American Grocery Specialty Manufacturers' Association is taking the lead in the fight to change the situation. That association has had a special committee at work on the subject for some time. In the early part of the last month that committee addressed an open letter to the Chamber of Commerce of the United States in which it asked that body to give constructive and remedial consideration to the matter. In that letter this committee declared that the State tax situation of today "constitutes a progressively serious burden upon corporations pursuing an interstate business, and presents a problem that becomes more and more serious."

In addition to that statement, in the same letter, this committee declares that it is of the opinion that: (1) "A foreign corporation should not be subject to double taxation for the privilege of doing a local business in the State, i. e., by the imposition of both a franchise or license tax and an income tax," and (2) "The State foreign corporation laws should expressly provide that a foreign corporation is not subject to them if its business in the State consists of no more than the salesman's solicitation of orders for merchandise, which are taken in the name of a local dealer and are turned over to him for delivery."

Teaching High School Students Retail Selling

AN exceptionally thorough-going plan of training high school students in retail selling has been developed by the Omaha Technical High School. This plan is described in a report recently prepared for the Federal Board for Vocational Education by its specialist in retail store training.

According to the report, the Omaha Technical High School has maintained a department of retail selling for the last seven years. The students in the salesmanship classes report at the school every morning. Then, after lunch, they report to retail stores to which they have been assigned where the remainder of the day is spent in gaining actual store experience for which school credit is given on the same basis as for a laboratory subject.

For the first three months, the student works three hours daily in a store, without pay. During the following six months he is paid at the rate of 25 cents an hour. Second-year students are paid 30 cents an hour. This arrangement was decided upon after the school authorities had conferred with the local association of retailers. Also, the president of the retail group appoints a committee each year which co-operates with the school in working out further details of the plan.

In addition to this actual experience outside of the school, two model stores are maintained in the school building. One store has a complete stock of goods, mostly groceries, some of which are in dummy packages. The other store is equipped as a dry goods store and has an actual stock of merchandise. This merchandise is sold to pupils of the Household Economics Department. In that way, the students get still further experience. Incidentally, these stores are equipped with a National Cash Register and a New Way Measuring Machine, both donated by the companies making them.

It is the aim of the school authorities to employ as teachers only those who have had actual retail experience as well as special teacher training. Instructors meeting these qualifications have not been easily secured. Neither have the school authorities found many merchants who are willing to take students into their stores during the course. However, progress in this direction is being made with fair rapidity.

The Omaha Technical High School is one of a few schools working along these lines. As yet, the program is in its early experimental stage. So far, manufacturers have not been called in, as a regular policy, to assist in formulating plans. However, it would appear, in view of the general complaint in manufacturing circles regarding the low type of selling encountered in retail stores and how this condition lessens the effectiveness of advertising, that manufacturers might well take a deep interest in what is going on. There is no doubt that school authorities would welcome their co-operation. The Federal Board for Vocational Education, the Government organization which interests itself in these matters, would probably be the best source to approach for further information.

New Accounts to L. Jay Hannah Agency

Henkel & Best, Chicago, manufacturers of lighting fixtures, and the Troutdale Hotel Company, Evergreen, Colo., have placed their advertising accounts with L. Jay Hannah & Company, Chicago advertising agency.

Ray Poole with Symes & Olds Company

Ray Poole has been made production manager of the Symes & Olds Company, Cleveland, engraving, commercial art and photography. He was recently with the Henry P. Boynton Advertising Agency, also of that city.

Appoints Milwaukee Agency

The Cramer-Krasselt Company, Milwaukee advertising agency, has been appointed to take charge of the merchandising activities of the home ventilating division of the American Blower Corporation, Detroit. Advertising plans include the use of newspapers.

"Ask *LA NACION* about ARGENTINA"

*"...recognized as wielding the
most powerful journalistic influence in
South America..." — New York Times*

LA NACION of Buenos Aires

was asked concerning the Pan-American Aims at the Congress held recently in Havana, through Dr. Jorge A. Mitre, its Editor and Publisher. In the New York Times of December 24, 1927, Dr. Mitre's complete statement appears with the Times' remark as quoted above, regarding *LA NACION*.

Such recognition is not casual, but must be based on real merit and reputation, built up steadily through the years. No more striking tribute could be paid to the qualities an advertiser looks for in the newspaper he selects, such as—

*Prestige
Superior Coverage
Extraordinary Pulling Power*

Editorial and General Office in
the United States:

W. W. DAVIES
Correspondent and General
Representative
388 Madison Ave., New York

United States Advertising
Representatives

S. S. KOPPE & CO., Inc.
Times Bldg., New York
Telephone: Bryant 6900

LA NACION

of Buenos Aires

"Ask ARGENTINA about LA NACION"

Have Women a Sense of Humor?

. SOUTHWESTERN ADVERTISING COMPANY
DALLAS, TEXAS

Editor of PRINTERS' INK:

Please send us a list of articles appearing in your publications in the last year or so dealing with "humor" in advertising.

JAMES E. CLARK,
Director of Research.

A DVERTISERS who contemplate the use of humor are led to the suggestion, usually, because they have seen a humorous advertisement that made an appeal to their own sense of humor.

The most helpful thing an advertiser can do, when he is determined to put humor into his own advertising, is to analyze and classify other humorous advertising in an effort to see it apart from his own sense of humor. Let such an advertiser look at Rogers Peet advertising, for example. He may not think it funny at all, yet his idea of being funny in his own advertising might be to adapt the Rogers Peet idea to his own proposition and make it funny according to his own sense of humor. What that might be like when carried into execution lies beyond the scope of anyone's imagination.

The things to remember in connection with Rogers Peet advertising are that Rogers Peet has used it continuously for nearly fifty years and that the company is a retail firm selling to men and that if the firm could find a form of advertising which would be more successful than the kind it uses, it would promptly make a change.

Here is a strange fact. Few examples are on record of where humor has been used successfully in advertising to women. Do advertisers doubt that women have a sense of humor?

Among the classes of local users of which campaigns have been recorded are merchants, public utilities, banks and gasoline stations. Manufacturers in their consumer advertising, both national and

local, have found the humorous appeal conducive to sales, and under this head a long list of names may be listed, a few of the more prominent being, Kelly-Springfield Tires, Reis Underwear, Smith Brothers Cough Drops, Old Gold Cigarettes, Pillsbury's Pancake Flour, Wild's Linoleum, Sweet-Orr & Co., Tide Water Oil, Simonds Saw & Steel Co., C. & C. Ginger Ale, The MotoMeter Co. and Carnation Milk.

There are also a number of examples of the use of humor in industrial advertising by such firms as The Chase Metal Works, The Parks-Cramer Co., Driver-Harris Co., and Carborundum Co.; and an occasional example of its use in advertising to the professional buyer, such as architects.

A list of articles dealing with humor in advertising which have appeared in the PRINTERS' INK Publications is available to those who will write for it.—[Ed. PRINTERS' INK.]

Western Washington Mail Advertisers Elect J. C. Todd

J. C. Todd, of Tacoma, has been elected president of the Mail Advertising Service Association of Western Washington. Howard Quinn, Seattle, was made vice-president, with A. J. Millar as secretary-treasurer. The directors elected are Miss Jane Culley, Miss Viola S. Page and Barney Heiden, all of Seattle.

Spencer Turbine Company Appoints Tyson

The Spencer Turbine Company, Hartford, Conn., manufacturer of Spencer Turbine stationary vacuum cleaners, has placed its advertising account with O. S. Tyson and Company, Inc., New York advertising agency.

Buys Control of "Pacific Coast Architect"

George H. Oyer, formerly advertising manager of the *Architect and Engineer*, San Francisco, has purchased control of the Western States Publishing Company, of that city, publisher of the *Pacific Coast Architect*.

Hotel Account to Cincinnati Agency

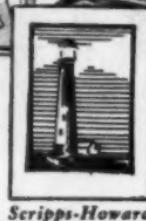
The Hotel Sinton, Cincinnati, has placed its advertising account with The Keeler & Stites Company, advertising agency of that city. Newspapers and magazines will be used.

Who Reads

The Indianapolis Times



RECENTLY a railroad (name on request) operating out of Indianapolis ran a special train to a nearby city where a college athletic event was taking place. Advertisements in all Indianapolis papers quoted the special price of \$41.70 for fare and accommodations. The Times produced more inquiries and sold more tickets than both of the other Indianapolis papers combined—just added proof that the spending class of the Hoosier capital reads the Indianapolis Times.



The Times Market

OVER 65,000 FAMILIES

most of whom read ONLY the Times

TO COVER INDIANAPOLIS YOU MUST USE THE TIMES



There are 1088 Smiths in Portland—enough to form a small city by themselves. They number among their ranks doctors, business men, mill workers, stenographers, longshoremen, school teachers—in fact, there is scarcely a vocation but is honored with the name of "Smith" among its followers. In all of Portland there is perhaps no other group so representative.

As the Smiths read so read the Browns, the Jones and All Portland

WHEN a group of Portland merchants wanted to know just what Portland people think of Portland newspapers, their investigator asked all the Smiths what their preferences are. The Smiths are a cosmopolitan group living in every part of town and employed in every occupation. So the Smiths' preferences are a good indication of the preferences of all Portland.

The preferences of the Smiths are shown on the opposite page.

e SMITH mighty man is he" and how he does prefer, THE OREGONIAN!

Newspaper Preferences
of the Smiths

1. GENERAL NEWS
Oregonian 51%
Second Paper 38%
2. SPORT NEWS
Oregonian 50%
Second Paper 33%
3. EDITORIALS
Oregonian 50%
Second Paper 33%
4. WOMEN'S FEATURES
Oregonian 48%
Second Paper 26%
5. MARKET NEWS
Oregonian 45%
Second Paper 40%
6. RADIO NEWS
Oregonian 59%
Second Paper 29%

When one whole Portland district prefers The Oregonian, it is an indication of value. When a professional group chooses The Oregonian, it is an even stronger indication. But when such a representative cross-section of Portland's people as all the Smiths prefer The Oregonian in all six major features—it is even more conclusive evidence of the great preference for The Oregonian which exists in all of Portland.

The Oregonian

PORTLAND, OREGON

The Great Newspaper of the Pacific Northwest
Circulation over 106,000 daily, over 158,000 Sunday

Nationally Represented by VERREE & CONKLIN, Inc.

New York 285 Madison Ave.	Chicago Steger Bldg.	Detroit 321 Lafayette Blvd.	San Francisco Monadnock Bldg.
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OF THE PACIFIC NORTHWEST

Almost Everywhere But in Airplanes!

A CERTAIN space buyer received the shock of his life last week when he learned that Columbia is read generally—on land and sea—in thousands of public reading rooms.

This gentleman did not know that, because Columbia appeals to all manner of men and women, it is on file and constantly read:

- in 3,744 public libraries
- on 151 Pullman trains
- in 1,253 clubhouses
- on 47 famous ocean liners
- and in 615 schools, academies and colleges throughout America

Lastly, he had failed to realize that with its 729,792 circulation, it is one of the largest magazines published in the United States today. But he knows all these facts now! And he admits that Columbia is an important factor in any national advertising campaign.

729,792

Average net paid circulation, year ended December 31st, 1927

COLUMBIA

Published and printed by the Knights of Columbus in their own plant at New Haven, Connecticut

DAVID J. GILLESPIE, Advertising Director
Eastern Office: 25 W. 43rd St., New York

J. F. JENKINS, Western Manager
Office: 134 So. La Salle St., Chicago



Competition, the Life or Death of the Trader

There Is a Vast Difference Between Constructive Competition and the Sort Which Brings Discredit to the Whole Industry

As told to Roy Dickinson

By T. E. Lapres

Vice-President, Theo. J. Lapres, Inc. (Fralinger's Salt Water Taffy)

I SUPPOSE it is an obvious fact that any industry in which competition is carried on with a price basis as its only weapon will ultimately go down hill. The more I read of the troubles of certain industries, the more it seems clear that no industry can long survive on a price basis alone.

Every manufacturer presumably has competitors. Most of these competitors, he will discover, are like himself. They are minding their own business, going about things in their own way. They are out to sell their own merchandise by aggressive but legitimate methods. They are, in reality, standing for the same things in the industry which he himself is. If they have a logical cost system, if they know that they are really making a profit on the merchandise they sell and are not merely cutting prices to get volume, he has no real kick. We never begrudge our competitors the business they get away from us legitimately. They earn it because they have more brains than we have, because they are quicker to perceive a change in buying tendencies or perhaps merely because they don't care so much for golf. At any rate that type of competitor is welcome to all the business he can get. The right competition is one of the greatest driving forces in business. The progressive, legitimate manufacturer doing business in the right way who co-operates with such competitors is helping the whole industry.

I remember hearing how the Mennen Company came to a decision several years ago that the big, well-known competitors who advertised a good baby powder in

competition with Mennen were helping the whole industry and were not to be fought either in sales or advertising. Mennen figured that these sincere, above-board competitors were making an effort to furnish mothers with a good product and to build sales on a sound basis. There was another kind of competition where the real danger lay. That was from manufacturers not making a talcum powder specifically to meet the problem of the mother and her baby, but trying to get the mother to use her own talcum for the baby also. This type of manufacturer, appealing to the ignorant mother to put her highly perfumed talcum on the baby's skin because it was handy, was hurting the business.

There was a big difference between these two types of competition, the company decided; the latter product was made primarily to sell. The price cutters would come to the retailers' store, offer free goods, sell at a cheap price and stock the dealer heavily. Here was a case where the wrong kind of competition was selling merchandise not designed for the specific market. It was a fine example of the cut-throat selling which is reducing profits in so many fields now. To meet that competition Mennen instructed its salesmen to boost seven or eight good brands of talcum powders as well as their own. The men were told even to give the names of their competitors whose goods were well made, consistently advertised and manufactured correctly.

Almost every manufacturer will find in his own industry the good competitors with whom he can

work honestly and fairly, fighting for his share of the business but not knocking them. Among these people he should be content, it seems to me, to get his legitimate share. He must think of them not as men with horns but as manufacturers working along the same lines he is.

The fly-by-nights and price cutters are on a different basis. Just as there is something helpful and open about the sincere competitor who is operating on a sound principle with the best interests of his industry and his customers at heart, there is also grave danger from the wrong type of competitors who might be called the black sheep of the industrial family. The latter are taking business away from us and our friendly competitors by unfair trade practices. They must be curbed for the benefit of the industry, and they can be curbed chiefly, I think, through the organized effort of friendly competitors.

Unfair trade practices that strike at the stability of the rubber industry, the oil industry, the sugar industry or any other industry that is national or international in scope, affect finances, business and living conditions in all civilized countries throughout the world. That is why more businesses are organizing within themselves to protect their very lives and to make for stabilized industry everywhere. It seems to me that a great deal more can be done along this line than has ever been done in the past. With the great force of advertising at their disposal, many of the great industries which are now suffering from unfair, price-cutting competition

should run co-operative advertising campaigns, pointing out what the unfair practices are and why they are adversely affecting the industry as a whole. Leaders in every industry could well organize to carry on this type of campaign. Just as sincere competition is the life of trade, so destructive competition can be said to be the death of the trader.

Sh! HE'S ASLEEP

ASLEEP on an Atlantic City veranda at three in the afternoon... a grown-up in a chair slumbering like an infant in a cradle... slept nine hours last night and now at it again!... nothing wrong, only recuperating from overwork in the City... had a date for golf and has forgotten all about it... sleeps oblivious of the chatter at the bridge tables... dreams of solutions to problems that he left behind... stir at three-thirty, blinks the life about him and nods off again... just a business man caught napping at Atlantic City... but you'll never catch him napping in town!!!

ATLANTIC CITY

Three-Hour Pullman Train from New York via Central R. R. of N. J. and New Jersey to Atlantic City. From Philadelphia via Pennsylvania R. R. and New Jersey Central. All tickets from local ticket agents.

Write to Any of the Following for Rates or Reservations

INDIANSBURG	HAMPTON	NEWARK	NEWARK
BELMONT	HARRISON	CITY	CHRISTIANA
MARLBOROUGH-BLOOMFIELD	TRAVERSE	RAILROAD	RAINBOW HALL
MORTON	TRAYHORN	CHILDS	ED
PENNSHURST	WILDEWOOD	DIXON	GARDEN HALL
WHITECASTLE	AMHERST	ED	ED
		ED	ED
10-Address Line	2-European Plan	2-Book Plan	

Home of a Hundred Hotels Offering the Comforts of Home

© 1928, A. L. & C. Co.
THE ONLY DIRECT BENEFIT ANY HOTEL SPONSORING THIS CAMPAIGN OBTAINS IS THE LISTING OF ITS NAME AT THE BOTTOM OF EACH ADVERTISEMENT

We have both kinds of competition in the manufacturing and wholesale confectionery industry today. We competitors within the industry who try to operate on a basis of quality and service are beginning to get together to correct the evil through our trade association.

The wrong kind of competition is the result of the activity of, first, competitors who do business at a loss through incompetence.

Business Men Ask Us Questions

to the extent of 11,000 inquiries a month. They are located in all of the large centres of population in the United States and are readers of our unique medium. They consult us regarding the investment of their money and act upon our advice. *This is reader interest not enjoyed by other magazines.*

VICTOR E. GRAHAM,
Advertising Director

**The MAGAZINE
of WALL STREET**
Member A. B. C.

42 Broadway, New York City

No. 10 of a Series

As a result of not knowing their costs, they undersell legitimate firms which are trying to render an honest service and sell an honest product at an honest profit. The problem they present is merely one of education. Second, we have the competitor who, smarting under some real or fancied wrong, goes out pell mell to get someone's hide regardless of the effect upon others in the industry. Third, there is the man who is financially desperate and adopts whatever means are at hand to save his skin, and lastly, the trade pirate who sails along his way leaving destruction behind, playing a lone hand and caring for nothing, beyond his immediate enjoyment of the spoils.

It is the prevalence of these practices of destructive competition that has brought the candy and some other industries to this present era which has been aptly described as a period of "profitless prosperity." Business and employment have been fairly good, wages are high and yet many manufacturers are showing red figures at the end of the year.

The manufacturer in any line who will go out to take any sort of an order regardless of his own cost, just to get it away from another man, is hurting himself and his whole industry. The boys who have had their mind fixed on volume for many years are among the chief offenders, and I put them in the class of competitors who do business at a loss through incompetence or a wrong mental attitude toward what the primary function of business really is.

The answer to the problem of cut-throat competition lies in closer relationship between legitimate competitors.

I know of no better example of close co-operation in a highly competitive field than the campaign now being run in a list of metropolitan newspapers by eighteen hotels in my own city. This is a \$100,000 campaign paid for on the basis of their number of rooms. Each advertisement is written as though it were part of a program paid for by a Chamber of Commerce. The only direct

benefit any hotel obtains is a listing of its name at the bottom of each advertisement.

Furthermore, these hotels, beyond their unselfish co-operation in this matter, even go so far as to carry a line in all of their advertisements which must be fruitful even to those hotels which are not co-operating with them. This line reads, "Home of a Hundred Hotels Offering the Comforts of Home"—and this by only eighteen of these highly competitive hotels! I can think of no better example of the value of friendly competition and co-operative competition, if you please, than is exhibited by this advertising program of these Atlantic City hotels.

Another situation which demands even closer relationship between the legitimate competitors in every industry is what many writers and economists have labeled "the new competition," which is competition of one industry with another. Let me cite an illustration from our own industry.

May 13 will be Mothers' Day. Little William has saved a dollar to buy Mother a present, but he is very much confused. He doesn't know just what to buy. When he looks in the newspapers, magazines and shop windows and on the outdoor displays, he finds much conflicting advice. He is told to "Say It with Flowers" and "Take Her Carnations for Mother's Day." The jewelers advocate giving Mother a gift that will last, and we candy men will advertise to him to "Sweeten Her Day with Candy"—Special Mothers' Day Boxes, and if Willie's mother is ultra-modern Willie's eyes will even hesitate over "Save the Surface and You Save All."

The case of little Willie gives us a clear indication of this competition among trades. His dollar won't be split three ways. One of us will get it. It is also stated that the acquisition of the smoking habit by women has had a bad effect upon the consumption by the fair ladies of chocolate candies. Confectionery and nicotine do not seem to mix particularly well. It seems to be true that smokers,

A good many substantial men in Industry seem to think that the February issue of

**FACTORY
and
INDUSTRIAL MANAGEMENT**

was something of an achievement. Certainly their letters and expressions have been a real inspiration to us in planning still bigger things for the future.

There is hardly even an office copy of the February issue left, but the March issue will be available March 5th.

McGRAW SHAW COMPANY
7 South Dearborn Street
Chicago

*Also publishers of INDUSTRIAL ENGINEERING,
with which is incorporated INDUSTRY ILLUSTRATED*

New York Office :
285 Madison Avenue

**2 LINES
THRU**

INDUSTRY

Where a "Scoop" Is

IN 1927, Capper's Farmer achieved many important editorial "scoops" in the national farm field. "Scoops" in the true sense of the word—new, constructive, practical ideas designed to help farmers individually, and to stabilize agriculture in general. Progressive ideas which met with record-breaking reader-response.

Here are a few of the editorial "scoops" Capper's Farmer secured in 1927:

1. The Anti-Theft Campaign

Helped to organize anti-theft associations

in 225 counties scattered throughout the United States to get rid of poultry and live stock thieves. Supplied free on request, plans for successfully carrying on the work of these organizations.

2. The Hendriks' Method

In the January issue 1927, J. A. Hendriks, a county agent, wrote an article on how to feed baby chicks, and offered to send a copy of his plan to anyone who would write for it. To date, more than 85,000 persons from



Circulation 837,282

Published at Topeka, Kan.

THE MIDRIFF OF THE WORLD

"Is a Real Achievement

every state in the Union have requested this Hendriks' Method.

3. *The Rural Church*

Two series of articles on this vital subject by Mr. Orvis Jordan and Dr. Charles M. Sheldon brought many letters of approval, praising Capper's Farmer for giving attention to religion as a matter of service to its readers.

4. *Increasing Farm Incomes*

In 1927, more than 1,100 actual money ideas were printed covering practically every undertaking on the farm. In some cases, more than 100 such items appeared in a single issue.

5. *Articles by Subscribers.*

Half of all material which appeared in

Capper's Farmer in 1927 was written by farm folks—another editorial record for a national farm paper.

Because of these "scoops" and many other popular features which heartily appeal to real farmers, Capper's Farmer is read faithfully every month in 837,000 prosperous Midwest farm homes. It is read from cover to cover and its advice closely followed in all matters of farm needs—building material, farm machinery, automobiles, house furnishings, etc.

During January, 1928, the editorial department of Capper's Farmer received 88,000 letters. The Women's Department alone received 20,000 including 3,000 concerning foods.

's Farmer

M. L. Crowther
Advertising Manager
Graybar Building
New York City

Kansas, by Arthur Capper

THE MIDWEST OF THE NATION



Last Year He Sold--

\$126,000⁰⁰

Worth of Eggs and Chickens

No, this is not an isolated case. Better than average incomes are made . . . and spent . . . by more than 125,000 poultry raisers subscribing to the American Poultry Journal.

Are You Getting Your Share of the Poultry Raiser's Income?

Suppose you made your living from poultry. Wouldn't you devote most of your reading time to a poultry magazine? Naturally, and that is exactly what our subscribers do. This accounts for advertising in this publication paying big returns in sales results. It is a vital reason why your products should be advertised in the

American Poultry Journal Chicago, Illinois

The Oldest and Best Poultry Paper—Established 1874

whether men or women, don't crave candy.

One could find scores of examples in other lines to prove the point that the new competition is a very real competition, and that in order to solve it the sincere competitors in industry need closer co-operation and better research to combat their slipping markets. It means that every manufacturer will have to take a look around and make up his mind to consider competition differently than he did in the old days. He will have to stop thinking that a maker of products in his line is a rascal merely because he sold a big bill of goods which was missed by his salesman. Such a manufacturer is giving too much attention to the other man's business and not enough to his own. Good competition is going to hurt no one. If every maker of good, honest, well-advertised merchandise could co-operate with the other leaders in his line who share his ideals and his methods, he could do a whole lot to raise the level of his industry.

The advertisers in every industry who have been telling the public for years that they are willing to put their name and guarantee upon every product they make as a pledge of quality, have a great deal in common. It is time, I think, that some of these national advertisers in many different industries got together and bought space to tell the whole industry and the world at large, especially some of our retail friends, what good business practice is, and what it is not. Industries where the leaders start to wage a price war are on the down-grade. Industries in which honest competitors will co-operate for the benefit of all of them are going to make great inroads in the markets formerly held by the other people, now squabbling about prices, discounts, free goods and other details. Nothing, it seems to me, is more important during this year than for the right kind of competitors in several industries which need profits badly, to co-operate for their own good and for the good of business as a whole.

Northwest Newspapers Host to Advertisers

A program of expansion in the interests of its members has been adopted by the Northwest Daily Press Association, Inc., Minneapolis. This program was outlined at the association's recent annual meeting which was attended by representatives of the thirty-four member papers, in Minnesota, North and South Dakota and Wisconsin. The purpose behind the campaign is to sell the Northwest as a market to advertisers.

One of the features of the program was a dinner which was attended by fifty guests, largely branch managers of Eastern advertisers and advertising agency executives from the Twin Cities. It is planned to make this dinner an annual event.

Officers of the association are: L. S. Whitcomb, Albert Lee *Tribune*, president; H. Z. Mitchell, Bemidji *Pioneer*, vice-president; E. M. La Fond, Little Falls *Transcript*, secretary, R. P. Palmer, assistant secretary and R. R. Ring, managing director.

Royal Typewriter Appoints Hanff-Metzger

The Royal Typewriter Company, Inc., New York, has appointed Hanff-Metzger, Inc., New York advertising agency, to direct the advertising of the standard model of the Royal typewriter. Dorance, Sullivan & Company, Inc., New York, will continue to direct the advertising of the Royal portable model.

New Accounts with Groesbeck-Hearn

The Hygeia Antiseptic Tooth Pick Company, Inc., New York, manufacturer of Hygeia Sippers for soda fountains and glassine bags, has placed its advertising account with Groesbeck-Hearn, Inc., New York advertising agency. Newspapers and business papers will be used.

H. E. Field Leaves Lee Tire & Rubber

Harry E. Field has resigned as vice-president and general sales manager of the Lee Tire & Rubber Company of New York, Inc. He had been associated with that company for sixteen years.

Indianapolis "Times" Appoints Homer McKee Agency

The advertising account of the Indianapolis *Times* has been placed with The Homer McKee Company, Inc., Indianapolis.

Death of Gym Maher

Gym Maher, business manager of the *Catholic Telegraph*, Cincinnati, died at that city on February 22, in his sixtieth year. He had been associated with the *Telegraph* for the last twelve years.

Benefits and Risks of Institutional Advertising

UNITED STATES CAST IRON PIPE AND FOUNDRY COMPANY
BURLINGTON, N. J.

Editor of PRINTERS' INK:

I am very anxious to obtain a list of articles relative to institutional advertising campaigns. Any information along this line would be greatly appreciated.

SIDNEY E. LINDERMAN

A GREAT many advertising men feel that the word "institutional," like charity, covers a multitude of sins. Probably no reasonably distinct type of advertising has produced at the same time finer and more successful examples of the craft, and poorer and more thoroughly wasteful ones. At its best, institutional advertising has a good claim to be considered the finest type; at its worst, it can be worse than a sheer waste—actively and positively harmful to the advertiser.

None the less, the steadily increasing number of institutional programs, of which the list of articles sent Mr. Linderman is evidence, proves that advertising of this type is getting better and better understood.

The besetting sin of institutional advertising is vagueness—vagueness of intention and motive, leading to vagueness in conception. It is harder to get a clear picture of a big business institution and of the reasons why it needs to make itself better known to the general public, than to get a clear picture of a single definite commodity. And unless the writer of any advertising himself sees clearly what he is driving at, he hasn't much chance of making its reader see it.

The best institutional advertising, it seems to us, is that in which the reasons for its existence—its motives and objectives—have not only been most carefully and thoroughly weighed, but are most frankly set forth in the advertising itself. The reader is left in no doubt, not only as to what he is being told, but also as to why he is being told it.

One advertising manager of

considerable experience in this direction has said that "all advertising must be actively persuasive instead of merely informative, in intention if not entirely in form. That means that all institutional advertising should have a real selling punch in it; and all commodity advertising at least a hint of institutional flavor."—[Ed PRINTERS' INK.]

New Accounts for Porter-Eastman-Byrne

James E. Bennett & Company, grain, provision and stock brokers, and the Vesta Battery Corporation, both of Chicago, have placed their advertising accounts with the Porter-Eastman-Byrne Company, advertising agency of that city. James E. Bennett & Company will use newspapers and the Vesta Battery Corporation, newspapers and magazines.

Laura Copenhagen, Marion, Va., colonial coverlets, has also placed her advertising account with this agency. Women's magazines will be used.

J. H. Jamison, Vice-President, Graphic Arts Company

John H. Jamison has been elected vice-president and general manager of the Graphic Arts Company, Hartford, Conn. He was formerly with the Mancernach Company, Inc., advertising agency of that city.

Appoints E. H. Brown Agency

The Edward Hines Farm Land Company, Chicago, has appointed the E. H. Brown Advertising Agency, of that city, to direct its farm land advertising. Newspapers in the Central and Northwest territory as well as farm and mail-order publications will be used.

D. C. Samer Advanced by Glen Buck Company

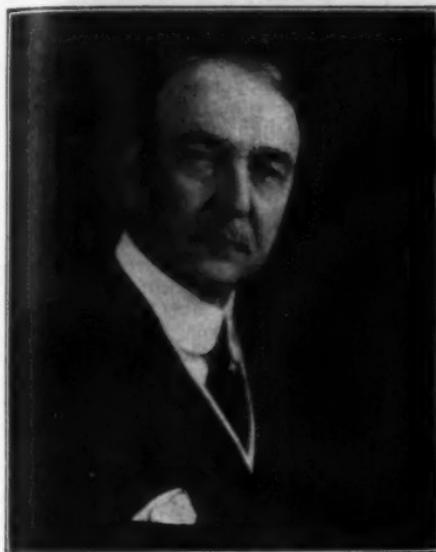
Dorothy C. Samer has been elected treasurer of The Glen Buck Company, Chicago advertising agency. She has been with this agency for several years in the capacity of auditor.

G. M. Taylor with Tracy-Parry Agency

Garrison M. Taylor, formerly with the Mitchell-Faust Advertising Company, Inc., Chicago, has joined the staff of the Tracy-Parry Company, Inc.

V. E. Lewis Joins Scholtz Advertising Service

Victor E. Lewis, recently with the Reuben H. Donnelley Corporation, has joined the Scholtz Advertising Service, Los Angeles.



**J. Elwood
Cox
of
High Point,
North Carolina**

President, Commercial National Bank, High Point, N. C.
 Vice-President, Director, Jefferson Standard Life Insurance Co., Greensboro, N. C.
 Director, Greensboro Bank & Trust Company, Greensboro, N. C.
 Director, Virginia Trust Company, Richmond, Va.
 President, High Point Savings & Trust Co., High Point, N. C.
 Director, Southern Furniture Exposition Bldg., High Point, N. C.
 Director, High Point Hotel Company, High Point, N. C.
 Vice-Pres. & Director of Carolina Mortgage Company, Raleigh, N. C.
 Trustee, Duke Foundation, New York City
 Commissioner, Fifth District, North Carolina State Highway Commission
 Director, McLellan Stores Company, New York City
 President, Parker Paper & Twine Co., High Point, N. C.
 Vice-Pres. & Director, Colonial Life Ins. Co., High Point, N. C.

editorial influence with men of influence

AMERICAN BANKERS Association JOURNAL

110 East 42d Street

New York City

CHICAGO

LOS ANGELES

Reid, Murdoch Prevents Registration of "Monarch" for Bread

(Special Washington Correspondence)

THE trade-mark, "Monarch," made familiar to the public by the long use of it by Reid, Murdoch & Company, was refused registration as a designation for bread by a recent Patent Office decision. The case was reviewed by the highest tribunal of the Patent Office, on the appeal of the applicant for registration, Midland Bakeries Company, from a decision of the Examiner of Interferences, which sustained an opposition filed by Reid, Murdoch & Company, and adjudged that the applicant was not entitled to register the mark.

The decision of the First Assistant Commissioner of Patents states that the opposition was based on the long use of this mark by Reid, Murdoch & Company for a line of groceries which includes flour. The question raised was whether the use of the mark on bread would, in view of its prior use by Reid, Murdoch on flour, be likely to cause confusion in the minds of the public and to deceive purchasers as to the origin of the goods.

It is evident that the applicant emphasized the difference in the process of selling bread and flour; but the Patent Office found the fact that the opposer is a wholesaler and that bread is usually sold by retailers and must be sold shortly after it is made to be immaterial.

The decision also comments on the fact that it is a matter of common knowledge that some large baking companies distribute the bread baked by them to large numbers of retailers, and that in this sense a baking company is a wholesaler. Then, after noting that the goods of both parties are sold side by side by retail grocers, the decision quotes from the Patent Office decision in the case of R. H. Macy & Company vs. Manbeck Baking Company, as follows: "It would seem that the marks

here under review are nearly identical and since bread produced from flour clearly suggests a common origin, when sold under the same trade-mark, registrant's mark should be cancelled. It is hardly conceivable, and there is some slight evidence of confusion submitted by petitioner, that these two marks could appear side by side on these products and not create confusion in the minds of the purchasers. No one could mistake flour for bread, but being familiar with a brand of flour that was deemed excellent and seeing the same mark upon bread, the average purchaser of articles of this character would hardly stop to consider enough to determine the two articles did not have the same origin."

The decision also mentions the case of the Ward Baking Company vs. Potter-Wrightington, Inc., although it notes that there were circumstances present in it that were not present in the instant case. However, it found that the case supported the views quoted from the decision in the Macy case, and that both decisions are persuasive of the soundness of the finding that the opposition to the registration of "Monarch" should be sustained. Therefore, the decision finds that the Examiner of Interferences was correct in sustaining the opposition filed by Reid, Murdoch & Company and in deciding that the Midland Bakeries Company is not entitled to register the mark.

Gulbransen Sales Manager Made Vice-President

John S. Gorman, sales manager of the Gulbransen Company, Chicago, Gulbransen pianos, has been elected a vice-president and a director of that company. He will continue to direct sales.

Walter Kiehn, advertising manager, also has been elected a director.

To Represent "The American Girl"

Harry E. Hyde, publishers' representative, Philadelphia, has been appointed to represent *The American Girl*, New York, in Philadelphia and other territory which includes Pennsylvania, Maryland, Delaware and the District of Columbia.

Are you within sparkling distance?

COPY that pays must spark the imagination of the millions. But it can't unless it gets within sparkling distance.

If yours is a volume business, most of your customers are simple, literal-minded, unimaginative people.

Just make a house-to-house canvass and talk to the users of your product. Note how they live—how they talk and think.

Does your copy get within sparkling distance of them? Read some of it. Would you talk house-to-house as you do in your copy?

Ruthrauff and Ryan

inc.

NEW YORK
CHICAGO
ST. LOUIS

Reach for the PENCIL or reach for the HAT?

In "Sentimental Tommy," Sir James M. Barrie describes how Tommy sat through an entire school examination struggling for just "the" word.

A bread wholesaler made mention of this episode, last week, in speaking to a vice-president of this company about the birth pains of an advertisement.

"I suppose," he queried, "that some days you pick up your pencil and then the whole morning slips by without your having written a single word?"

"On the contrary," replied the V.P., "instead of waiting for bread ideas to come to me, I pick up my hat and go talk to a few bakers."

The most worth-while advertising is the copy that gives the reader a new idea, new information.

But you can't *give out* in copy what you haven't *taken in*.

That is why we stress the importance of using young writers of copy. They search, write, speak, with undimmed enthusiasm. They are tireless in their efforts to make your advertising alive with interest. There is no point too distant if wearing out some shoe leather will produce new ideas — or uncover a hidden source of new information.

Their work is exciting, and their written copy shows it.

The average age of the men and women in our Copy Department is thirty years. Naturally some are over thirty. Naturally some are under thirty.

Our policy is simply to employ and train in the important business of writing copy the kind of men that aren't afraid of pushing a few doorbells before they push their pencils.

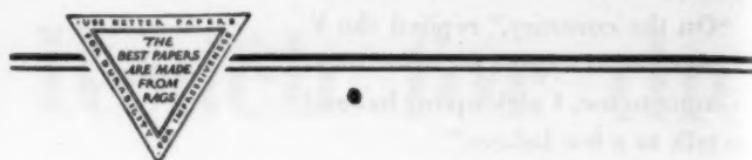
And women who think first of pounding the pavements before they pound their Remingtons.



GEORGE
BATTEN
COMPANY

INC.
Advertising

NEW YORK
CHICAGO
BOSTON



Colorful! A Persian rug would be a drab thing without its blues and reds and yellows that make it shine. Too often printed matter loses half its strength by mere black and white. Needlessly so, for CHIEFTAIN BOND'S sixteen colors stand ever ready to furnish that final unusually appealing touch which *makes* the mailing piece. Letterheads, circulars in which the magic of color plays its part, or in routine forms of general utility,—these are the uses which CHIEFTAIN BOND completely satisfies. Try it.

Chieftain Bond

"Note the Tear and Wear as well as the Test"

NEENAH PAPER COMPANY

Makers of
SUCCESS BOND
OLD COUNCIL TREE BOND
CHIEFTAIN BOND
NEENAH BOND

Neenah, Wisconsin

Check the Names

WISDOM BOND
GLACIER BOND
STONEWALL LINEN LEDGER
RESOLUTE LEDGER
PRESTIGE LEDGER

Write for complete free sample outfit, including full sheets of Neenah bonds and ledgers for testing purposes



A Question of Agency Charges

KENDALL REFINING COMPANY
BRADFORD, PA.

Editor of PRINTERS' INK:

Will you kindly advise us if it is customary for an agency, handling newspaper and periodical advertising on which they obtain 15 per cent commission, to charge an additional 15 per cent on the cost of drawings of illustrations, zincs, typesetting and electro-types required for the advertisements in question?

Thank you in advance for your anticipated co-operation.

KENDALL REFINING COMPANY,
J. B. FISHER.

THE general practice in the advertising agency business is to charge an advertiser a commission of 15 per cent on all art work, engravings, electro-types and printing matter that the agency buys for that particular advertiser. This commission of 15 per cent is figured on the net cost of such items. By net cost we mean the price of such material less discount and other rebates that may be given by the seller. All such material is, of course, the property of the advertiser. In the preparation of printed matter, if any of the material contained in such matter is written by the agency, the usual practice is to charge a fee for the writing of that material in addition to charging a commission of 15 per cent on the net cost of that printing to the advertiser.—
[Ed. PRINTERS' INK.]

W. E. Goodwin with New Portland, Oreg., Business

W. E. Goodwin, formerly with the advertising department of the Portland, Oreg., *Oregonian*, has been appointed advertising and sales manager of a new corporation, the Kiddy Kage Company, at that city, which will make collapsible cages for children. A national advertising campaign is being planned by this company.

Appoint Cook & Elliott

Cook & Elliott, publishers' representatives, New York, have been appointed advertising representatives for the *Metropolitan Golfer*, New York. They have also been appointed Eastern representatives of *Cinema Art*, New York; *Bridge & Golfer*, Detroit; *Cleveland Topics*, Cleveland; *Sports Afield*, Chicago, and the *National Turf Digest*, Baltimore.

Visalia, Calif., "Delta" and "Times" Merge

The Visalia, Calif., *Delta* and *Times* have been merged under the name of the *Times-Delta*. Charles A. Whitmore, former publisher of the *Delta*, will be editor and Morley M. Maddox, former publisher of the *Times*, will be general manager.

M. C. Mogensen & Company, Inc., publishers' representative, has been appointed national advertising representative of the *Times-Delta*.

Carpet Cushion Account for Philadelphia Agency

The Densten Felt & Hair Company, Inc., Philadelphia, maker of Dentofelt, a cushion for carpets and rugs, has appointed May & Dippy, Inc., advertising agency, of that city, to direct its advertising account. Business papers will be used.

Wallace G. Linard with Stemar Displays Company

Wallace G. Linard has joined the sales staff of the Stemar Displays Company, Chicago, manufacturer of store advertising material. He was formerly on the sales staff of the Manz Corporation, also of Chicago.

Plumer, Inc., Adds to Directorate

Charles F. Kuoni and Byron H. Dawson, both for several years with Plumer, Inc., commercial artists, Chicago, have been added to the directorate of that firm, Mr. Kuoni as vice president and Mr. Dawson as secretary.

Toilet Requisite Account to Groesbeck-Hearn

Virginia Lee, Inc., Cleveland, manufacturer of toilet requisites, has placed its advertising account with Groesbeck-Hearn, Inc., New York advertising agency. Theatrical publications will be used for the present.

O. P. Kilbourn with J. Walter Thompson Company

Orrin P. Kilbourn, for the last five years assistant general sales manager of Willys-Overland, Inc., Toledo, Ohio, has joined the J. Walter Thompson Company at New York.

Gladys Hall with Fertig Agency

Miss Gladys Hall, formerly with Stanley E. Gunnison, Inc., New York, has joined the copy staff of The Lawrence Fertig Company, Inc., New York advertising agency.

Rehearsing Copy Presentation Before Its Appearance

There Is More to Do Than Merely Set the Stage and Have the Actors Learn Their Roles

By Richard Surrey

THE other day I stepped into the elevator of an unfamiliar building. On the wall of the car was a sign—"Please stand clear of the signals." Whoever had designed that car had placed the signals on the wall farthest from the operator. Passengers crowding near the door, as they naturally do, completely obscured the signal board from the operator's eye, and he was constantly craning his neck to catch the little flickers of light that told him at what floors to stop.

What a case, I thought, of waste through haste—of waste through lack of experimentation. And immediately I thought of all the waste in advertising due to rushing things through without giving anyone a chance to check up on the actual appearance and performance of the copy.

If the designer of this elevator had been a practical operator, or had taken the trouble to "rehearse" the performance of his car, he would have seen at once that his signals were in an inconvenient place. As it is, the signal system is extremely ineffective and irritating, both to passengers and operators, and to rectify it will cost a lot of money.

This principle of "rehearsing" is one that is difficult to apply to the advertising business, largely because it is next door to impossible to test how advertising is going to work until it actually appears. To show an unpublished advertisement to a dealer or a consumer and ask him if it is a "good ad," is not what I mean by a "rehearsal." That is more like showing the script of a play to a critic and asking him if he thinks it will make "a good acting play."

When you ask anyone to look at an advertisement and express

an opinion on it, you are looking for a reaction that is not natural. You are not actually "rehearsing" the *appearance* of advertising. When advertising appears the average person does not express an opinion about it. The person who reads it reacts in some way toward or away from the product—not the advertising. And even after doing so, it is difficult for the average person to describe—even if he or she would admit—the nature of the reaction. Many such reactions, of course, are unconscious. But even in cases of full consciousness we have the phenomenon of the fellow who stubbornly insists, not merely that he is not influenced by advertising (which is very common), but that he *never reads advertising!*

A "REHEARSAL" FAILURE

It must be admitted that considerable ingenuity has been exercised—mostly by psychology professors—in attempts to "rehearse" the actual conditions under which advertising is seen and read and reacted to, but the classic example of the failure of many such "rehearsals" is the case of the lady who, in class, awarded her vote for the most attractive advertisement in a certain publication to a washing-machine manufacturer, whose page in colors had won her attention, and then promptly made a note of the name and address of another firm in the same line. When questioned about it she said that it was only a quarter-page advertisement, and not very well displayed, but the machine seemed to her *the kind she would like.*

Leaving aside, then, these attempts to try advertising "on the dog," as they say in the theater, let us see what can be done in

AS OTHERS SEE US by

THE FOULDS MILLING COMPANY

FOULDS MACARONI PRODUCTS

"The writer very much appreciates your sending him the impressive batch of orders secured through your Sales Promotion Department as they were helping boost the sale of Foulds products in the Chicago market.

Such evidence as is afforded in the number and value of orders which your Promotion Department secured for our company during 1927 only strengthens our high opinion of the value which the Chicago Elevated Advertising Company offers its clients.

Trusting that this is not too late to wish for you a most Happy and Prosperous New Year, I am

Very truly yours,

THE FOULDS MILLING COMPANY,
(Signed) JAMES M. HILLS, *General Manager.*

JMH:RO



**Chicago Elevated Advertising Co.
509 S. Franklin St. Chicago, Ill.**

the way of "rehearsing" without resort to "lay" criticism. In thus narrowing the subject to the "presentation," rather than the "appeal" of the advertising, we are following stage precedents, for there are few men left in the theater who will venture to prophesy whether or not a play will "go over." This uncertainty, of course, does not prevent them from rehearsing a play in the most elaborate fashion, and there are many analogies with theatrical practice which may be applied significantly to our own business of advertising. For example:

See the campaign as a whole. To start the campaign with only one or two pieces of copy completed is like opening a play on Broadway when only a few of the actors have turned up to rehearsals. You may be assured that these actors know their "lines" and are familiar with the "business," but not having rehearsed their cues with the other actors there is likely to be necessary a lot of "gagging" to carry the performance through at all smoothly. "Gagging" is the invention in front of the audience of impromptu lines when the actor's memory slips or something goes wrong back stage. Similarly, when advertising is not planned far enough in advance for the whole campaign to be checked over before the first insertion, there are frequently makeshift and impromptu arrangements to be made with artists, printers, engravers, etc., which mar the complete unity of the campaign so far as its physical appearance is concerned, to say nothing of interrupted schedules and the effect of broken promises on dealers, salesmen and so on.

Compare the campaign with competitive advertising. By "competitive" advertising I do not only mean the copy of concerns in one's own industry; I am thinking of *all* the copy appearing in the mediums to be used. It may be that some advertiser, outside of your industry altogether, is using almost identically the same appeal, or the same kind of layout or illustra-

tions. Or it may be that while your campaign looks handsome and dignified in the form of isolated proofs on your desk, it may look old-fashioned beside similar advertising in the mediums you intend to use. It may be too delicate on the one hand, or, on the other, it may be too strong. The comparison suggested is therefore not unlike a test of acoustics. By placing your copy in direct comparison with the advertising appearing in the publications you propose using it will be easier to discover whether—because of competition—it will be necessary for you to shout or whisper, or where, if anywhere, the emphasis should be shifted.

Stage a "dress rehearsal" of your copy. Most advertisers think they are staging a dress rehearsal of their campaigns when presented with engravers' or electrotypers' proofs of their copy. But the analogy is actually closer to looking at the costumes for a play under the best possible circumstances without considering the possible deficiencies of fit, lighting, and so on, when the performance actually begins.

GETTING GOOD ENGRAVER'S PROOFS

An engraver's proof of a color job is usually pulled on glossy stock with specially prepared inks. A real dress rehearsal consists in getting the job pulled on the same stock as the publications to be used and with the same inks. Or, if it is a newspaper advertisement, have it pulled on newsprint without too much "make-ready." This will not only give you a more faithful idea of what the "performance" will actually look like, but it will permit of eye-opening comparisons with magazine and newspaper advertising when these un-doctored proofs are pasted into the actual magazines or newspapers to be used. Moreover, the margin of white space usually left around an engraver's proof gives an entirely false impression as to how the advertisement is going to "stand out" on the stage that will eventually be set for it. Checking up on the actual con-

Science and Invention

Fifteen Years of Progress...



For fifteen years SCIENCE and INVENTION has been steadily progressing—quietly and surely proving its value both to its readers and to its advertisers.

Today over 100,000 satisfied, substantial followers of SCIENCE and INVENTION go to the newsstands and pay 25 cents for their copy.

On a dollar for dollar basis SCIENCE and INVENTION has long passed the stage of speculation. It is now a sound advertising investment—its merit proved by the test of time.

Sample copy and rate card on request

SCIENCE and INVENTION

EXPERIMENTER PUB. CO.

230-5th Ave., New York, N. Y.

Advertisers with

The Packer Mfg. Co., Inc.

Packer's Tar Soap
Packer's Liquid Shampoos
Packer's Charm

Seaboard National Bank

Walter M. Lowney Co.
Lowney's Chocolates

Vacuum Oil Company

Gargoyle Mobiloul
Gargoyle Lubricating Oils
for Plant Machinery
Gargoyle Marine Oils

Lehigh Portland Cement Co.

Procter & Gamble

Crisco · Ivory Soap · Camay
Chips · Ivory Soap Flakes
P&G - The White Naphtha Soap

Towle Manufacturing Co.

Sterling Silverware



TO MANUFACTURERS OF QUALITY PRODUCTS

Your bid for shrewd customers

VACUUM OIL COMPANY
Manufacturers of Petroleum Products
120 West 42nd Street, New York

TO MANUFACTURERS OF QUALITY PRODUCTS

120 West 42nd Street, New York

MAGAZINE
NEWSPAPER

The Blackman

120 West 42nd Street

with whom we work

An investment creates
savings for
each year.

Long Island Life
Insurance Company
National Mineral Wall Board
Pittsburgh Steel Co.
Wire Fence

Pittsburgh Steel Products Co.
Seamless Steel Tubing

National Steel Fabric Co.
Steeltex - National Reinforcing

The Spool Cotton Co.

J. & P. Coats' Threads
Clark's O. N. T. Threads

Dr. Price's Baking Powder
Made by Royal Baking
Powder Co.

BOWLES
Advertising Company

GAZINE
OUTDOOR
SPAPER
STREET CAR

"Dressed pretty"
to suit their Georgia mammy's fuzzy actions...

Price's Royal Baking Powder

The largest-selling soap in the world

an Company Advertising

est 42 NEW YORK

ditions of margin and so on, ahead of publication, sometimes results in beneficial changes in borders, type arrangement, position of illustrations, etc.

Make sure of your "cues." Many schedules are thrown out of kilter, just as actors are disconcerted when somebody playing opposite them uses the wrong cue, by lack of detailed knowledge of the restrictions and requirements of the mediums used. If you would be sure that your insertions or "characters" are going to "come on" at the right moment there should be very careful checking of closing dates, positions, and other requirements and restrictions which in the case of certain mediums may necessitate special plates, unexpectedly early copy instructions, and so forth.

Rehearse with "lights." If, after the most careful rehearsing of lines and business, an actor should step out on to a perfectly dark stage, the resulting performance would be an unqualified fiasco. Yet many advertisers who spend much thought and time on the preparation of the main campaign are careless about the "lighting" that is to accompany it on the actual stage—the subsidiary publicity, that is to say—which brings it to the attention of salesmen, jobbers, dealers and consumers, and spotlights it, so to speak, as an interrupting event in their activities. Some advertisers, of course, are deliberately negligent of this important phase of advertising; but others, meaning well, are apt to forego the full benefits to be derived from such "lighting" through inattention to details and schedules. It means strict attendance to the dovetailing of numerous schedules and plans, involving perhaps the routing of salesmen, the time demanded by printers, engravers, and so on, to produce the necessary material, and the distribution of the matter through the mails to distant points.

Give the "stage manager" control. The arrangement of all the schedules and plans mentioned in the previous paragraph, together with

the scheduling of the main campaign, should be in the control of one man or of a small committee, and not left in the hands of separate executive heads of departments. Unless this control is centralized, schedules are almost bound to get out of step and the result is much the same as would be obtained in the theater if the electrician decided when the lights should be turned on, or the prompter stepped out of his box to hitch up somebody's costume. The author of the play or the owner of the theater are not allowed to interfere once a performance has started, and the same should be true of advertising. Those in high command should do all the "commanding" necessary before the performance begins, and then leave the actual presentation and scheduling to a competent manager.

Rehearse "business" as well as "lines." The copy and illustrations for an advertising campaign may be likened to the actor's lines. They carry the theme of the play and embody most of the author's intention. It is usually the actors themselves or the stage manager who evolve what is called the "business" which accompanies the lines—the gestures, actions and movements on the stage that are necessary to make the dialog lifelike.

Thus, if we liken copy and art themes to the lines of a play, then layout, typography, borders, white space, and such considerations fall into the category of "business," and should be worked out with no less care than the "speaking" part of the performance. These details are really more technical than copy or art, and in most cases should be trusted to an expert or experts. The average stage manager could not write a good play to save his life, but he usually knows more about stagecraft and sure-fire "business" than any dozen playwrights. In the same way a business man may conceivably know good copy and good artwork when he sees it. He at least knows if it conveys the central selling

theme of his business, and to this extent is naturally entitled to some "say" in its planning. But the fully qualified advertising man alone is technically trained in layout, typography, and such matters, and his judgment in these things should override the mere opinions and bad taste of higher-ups. The trouble is, of course, that most of us feel that our opinions and our taste are of equivalent importance with the *knowledge* of experts, and it will probably be years before the technician in these departments of advertising will be regarded with the same degree of confidence that is vouchsafed to doctors, lawyers and engineers.

Check your list of "props." The master of "props" on the stage is the man in charge of everything apart from costumes and lighting that is used in the production—things that furnish the stage, things carried by the actor, noises off stage, and so forth. Unless he has carefully listed everything that will be needed, and is on hand to make his "noises" at exactly the right moment, or place in readiness what each actor will need, a great deal of "gagging" is necessary to cover up his omissions.

So, once an advertising performance has started, all the "props" should be in readiness, carefully listed and scheduled and ready for immediate use. If the dealer has been promised certain "helps" he should not have to wait for them because somebody has failed to give the printer his order in time, or has forgotten to check up to see if the work is coming through. If the consumer has been offered a booklet or a sample, there should be no delay in supplying it to him. So far as possible, too, consumer inquiries and complaints should be anticipated, so that these can be handled promptly in regular routine instead of left to the delays which usually accompany individual attention to such matters.

Raise the curtain at the right time. If most advertising campaigns commenced on the original

schedule date it would scarcely be necessary to ring in this final analogy. Unfortunately, there are nearly always delays of some kind—if not occasioned by circumstances within the organization itself, or to changes in the sales situation, or something of the kind—then due to postponed delivery dates on the part of artists, printers, engravers, etc. The postponement of schedules is such a general thing that advertisers would do well, even though they plan far in advance in order to take care of most possibilities of delay, to have an alternative set of dates—or even two or three alternative sets of dates—to which schedules can be switched without too much disarrangement of plans.

The reason for such a system is obvious. If it takes days and weeks to dovetail all plans and schedules as originally conceived, a postponement cannot be effected in a few minutes without considerable disruption all along the line.

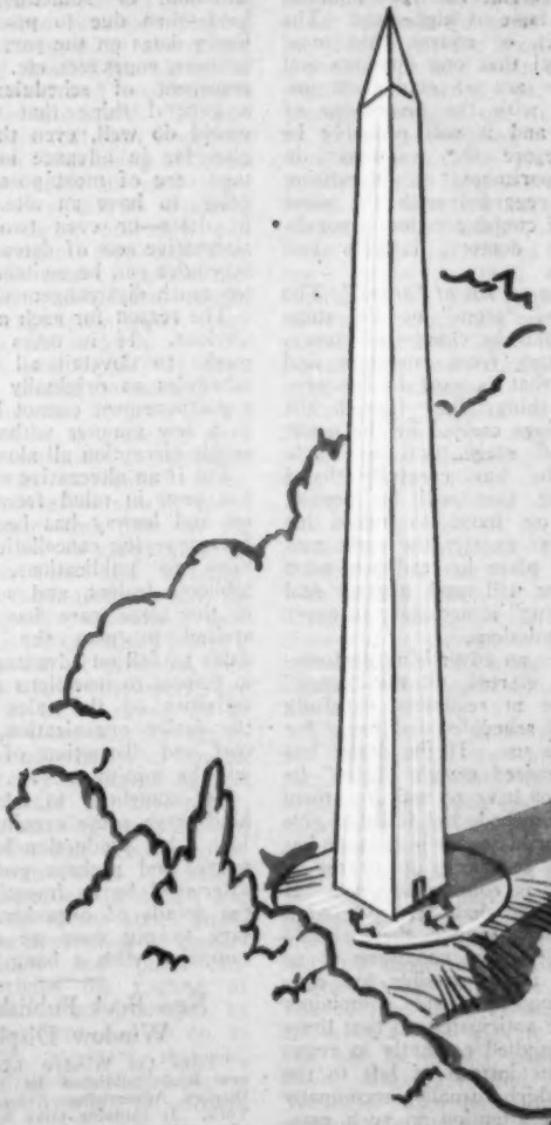
But if an alternative set of dates has been in mind from the outset and leeway has been allowed for conveying cancellation instructions to publications, salesmen, jobbers, dealers, and so on; and if the same care has been exercised to plan the alternative dates to fall on advantageous days in respect to insertions and to the activities of the sales staff and the dealer organization, then the cost and disruption of a switch will be minimized.

Get somebody to take you behind stage some evening just before a big production has its premiere, and perhaps you will not afterward be so impatient of all the details of organization necessary to put over an advertising campaign with a bang.

New Book Published on Window Display

"Talks On Window Display" is a new book published by the Window Display Advertising Association, New York. It contains talks by executives of national advertisers, advertising agencies, installation men, and retailers, on their experiences in the use of store and window-display advertising. This book is the fourth of a series published by the association.

The Substance



"WHERE BUSINESS LEADERS TA

Sacrifice and the Shadow

THREE is no excellence without great labor.

There is no masterpiece whether in the art of letters or of music—in the physical or chemical sciences—or in business—but through the vision of its creator and a courageous giving of painstaking and persevering labor.

There is no great publishing achievement that has not taken its toll of sacrifice. There can be no such excellence but through the vision—the wealth of study and experience that gives the knowledge to see that vision aright—and the fighting for that idea over years and decades.

In the first days of our century THE MAGAZINE OF BUSINESS had its beginning. The interchange of ideas, of policies, of practices between one business man and another—this was the magazine's vision. Today, after twenty-seven years, this ideal is in great part realized. And carrying on in this great contribution THE MAGAZINE OF BUSINESS reaches forward to new goals.

In this, THE MAGAZINE OF BUSINESS stands alone. And this is the substance which thoughtful business executives distinguish from the shadow of likeness in form.

No other publication with "service to business executive readers" as its sole appeal, ever approached the net paid circulation of THE MAGAZINE OF BUSINESS.

THE MAGAZINE OF BUSINESS



ERS TALK WITH BUSINESS LEADERS"

How to Get Good Results from Newspaper Halftones

Don't Blame the Newspaper or the Engraver If Your Illustrations Don't Print Well—the Fault Probably Lies in the Preparation of the Copy

By W. Livingston Larned

ADVERTISING has fought a brave and undiscouraged battle with the theory that it is not safe to use halftones for printing on newspaper stock. Some advertisers still believe it to be a practical idea only so long as the original coarse-screen plate can be used in a restricted territory; but "mats"

been that when the newspaper itself, wherever located, prints its own news halftones from photographs, excellent results are obtained. It has been obvious to advertisers that some practical application of the newspaper halftone must, therefore, inevitably come to pass. Most advertisers now real-

ADVERTISERS HAVE DISCOVERED THAT THE COLOR AND DESIGN OF A MODEL'S CLOTHES
HAVE CONSIDERABLE EFFECT ON THE QUALITY OF A NEWSPAPER HALFTONE

and electros they consider as something else again.

It is disillusioning to launch a newspaper campaign which may cover the entire country, and to find, when the newspapers containing the advertising are received, that the halftone reproductions are all but indistinguishable. Some are marred by defacing globs of ink. Some are gray and washed-out and others are "fair," but nothing to boast about.

The surprising thing has always

ize that they themselves have been to blame for the poor results—not the newspapers, nor the engravers.

If the engraving processes have marched steadily onward to a new efficiency, this is just as true of the methods of preparing the copy for manipulation by the engraver. Very often, campaigns of illustrations which appear at first glance to be halftones, turned out unconventionally, are really not halftones at all, in the accepted sense but substitutes, skilfully designed

to employ Ben Day or stipple, or printed patterns.

By making simpler originals for newspaper halftone printing, the number of techniques is greatly increased and there is far less danger of "filling in" and "smudging." For every halftone made from a photograph, there are hundreds of very clever original drawings in wash which combine the realism of the camera with the artistic freedom of the artist's own individuality.

The artist draws what may be called an entirely foolproof piece of copy from which the engraver makes his plate. Great good has come from both quarters, whereas it is the tendency to give the engraver all of the credit.

And this, in turn, is equally true of the modern photograph produced exclusively for newspaper reproduction. It may not appear to differ materially from the old-style camera subject, but it most emphatically does.

It is to be observed, first of all, that units are made as large as possible in the space. One figure is used where two or three would have been used before. The advertiser deliberately discards a pictorial idea or copy approach which demands crowded compositions with many characters.

There is less poor printing because there is less to become confused. Detail is not finicky. A strong, forceful head is better by far than a full-length figure, in about seventy-five cases out of a hundred. A newspaper advertisement embracing halftones from photographs starts, today, with this inexorable rule—or should: "The copy man who originates an idea which calls for five or six figures will have his suggestions

turned down. One figure should be the rule and seldom, if ever, more than two."

This ruling, while arbitrary, is actually responsible for the advent of the wholly successful and muss-proof newspaper halftone from photographic copy. Carried to its logical conclusion, the arbiter says:



This illustration of the Pennsylvania Railroad rate car on the fly from long miles between the roads

The Iron Horse of The Broadway scoops a drink at nearly

a mile a minute

I'd like spending out a hand
righteous on a lever. The
hand truck between the tracks
comes along with a speed worthy of
the train rushing toward it. The
hand truck stops.

Then comes the motor, the
air-driven motor, driving the hand
truck along a curving curve along the
chassis trough.

A sort of motor terminal up-
ward of a food stand-driven
spur of the motor's track over-
spur of the hand truck's chassis
track. The hand truck has
left no ditch.

Wm. Publitz, Jr., General Passenger Agent, 300 Seventh Ave., New York.

The country to do their
business in their time and with
less expense find up this road
and around in the world

The Broadway Limited runs on

the Broadway Limited runs on</p

HOW MUCH Distribution *must* *a manufacturer have before beginning* MAGAZINE ADVERTISING?



*Our Own Observations Should Prove Interesting
... Particularly to Manufacturers Whose
Sales Expense is Running High*

THIS opens up a wide field for debate.

It has been an orthodox practice in business to chart sales territories, exploit them methodically, advertise here and there locally, and then when the whole setup of distribution has been accomplished to commence national magazine advertising.

But usually this takes years. And the expense of the initial sale to the trade runs high and the movement of the merchandise from the dealer's shelves is provokingly slow.

Men with true merchandising talent, fine products and a good advertising story to tell have chafed under this practice. Some have rebelled. A few daring souls with a fine faith in advertising have consigned stocks to jobbers and then "shot" a magazine campaign.

Of course, there has been a high mortality in demand and a flood of letters to the manufacturer, beginning ominously "I have been to dealers in our town and they

do not carry your product. Where . . . etc., etc."

In fundamentals the conservative is right when he says "We must have distribution first." So, too, the radical is correct when he says "Create the demand and the dealer will stock it."

But there is a broad middle ground between the conservative and the radical.

During twenty-five years advertising and merchandising experience we have met both factions. And listened to interminable pros and cons. Our object has been to reconcile the good in each.

Recently we conceived a plan, sound at least in theory, that seemed to offer a solution. And we proposed it to an advertiser who had but a shadow of distribution in a highly competitive field. The potential outlets for this manufacturer's product numbered 56,000.

Our program showed him how to get his product into every one of those 56,000 outlets in seven days at a total cost, including merchandise, of \$12,000. Complete distribution in a week!

At the same time we got a sales message into every dealer's hands that brought back orders that more than wiped out that \$12,000 cost.

Simultaneously we started an advertising campaign in national magazines that put the whole machinery of demand and supply in motion.

* * *

Through this, several excellent things were accomplished:

- (1) A possible sales expense of \$150,000 in securing distribution was cut to a few thousand dollars.
- (2) The manufacturer was able to go after national demand two to three years earlier than had he pursued the orthodox practice.
- (3) The product was available everywhere to the consumer.
- (4) The unique method won the respect and good-will of dealers.
- (5) We know by this experience and comparison that magazine advertising brings inquiries at less cost today than they did five or ten years ago, such magazines as the Ladies Home Journal, American, Red Book, Photoplay and the Saturday Evening Post.

* * *

Both the manufacturer and ourselves are intensely pleased with results. We believe we have made a vital contribution to new economies in distribution. We believe we have uncovered a method

wherein the force and productivity of magazine advertising can be more quickly utilized. We certainly have reduced the long, uphill climb by a few steps.

This is not a plan that can be mechanically transferred to any advertiser, but it is an example of how we serve our customers. We believe that out of our 29 years' advertising and merchandising experience which helped us solve this problem for our customer, we can prove we can help solve other problems of sales, advertising and distribution for other advertisers who desire to work with us.

We will send to any advertiser interested in our service the complete campaign of four-color magazine advertising which has been pronounced the outstanding magazine campaign of 1927, together with the most talked of newspaper page advertisement.

Copies of two issues of our house organ "Brass Tacks", one issue devoted to "Business in 1928," the other on "Radio Broadcasting", will be sent on request.

WM. H. RANKIN COMPANY Advertising

Established 1899

342 Madison Avenue Tribune Tower
New York City Chicago, Ill.
Murray Hill 9300 Superior 6600

San Francisco - Seattle - Los Angeles
Portland, Oregon - Toronto, Canada

Charter Member of the American Association of Advertising Agents

Member National Outdoor Advertising Bureau

background is not included; they add something here and something there, long after the illustration is complete and the typography perfect. Newspaper advertising, of the old régime, was poor and inefficient in display, because it was cluttered. And never is there greater need for absolute simplicity than on the newspaper page. Simple things stand out, they dominate, and they are not lost in the shuffle of other, competing displays. A very large head in, say, a two-column space will usually prove more compelling than a three-column display, alongside, in which a number of small figures compete for attention.

If newspaper halftones are "printing well" today, regardless of the fact that electrotypes are sent out, not individual engravings, and doing so under the adverse circumstances which surround a mixed schedule of large and small papers, it is at least in part due to wisdom shown in the preparation of the copy, and the processes of extreme simplification which are scrupulously observed. Elements in these illustrations are so large that not even inadequate ink and paper can materially harm them.

Moreover, if they are studied closely, it will be found that lighting is another asset, another safeguard. There are fewer intermediate tones. Effects are secured in a sharp, contrasting manner. Masses of black are placed in juxtaposition to white or delicate grays. There is hand-tooling where it will do the most good.

The clap-trap background, filled with totally unnecessary detail, has very largely disappeared. There's a big difference between relevant accessories in backgrounds and those which are entirely non-essential to the telling of the story. A background may be the most

natural setting imaginable and yet serve no useful purpose in the illustration. And the more detail in a newspaper halftone subject, the less likely it is to show up satisfactorily.

Vignettes should seldom be attempted. And, as a rule, such illustrations should be uninvolved as to border, form and general outline. Hand-drawn captions or



Now—for as good seeing as you've

had there's nothing like this

—try Muffets with crossed fingers, too!

Pour the juice on liberally. Let it

flow like water over the nose and

around the eyes in a

thousand tiny spatters in the Muffet's

open nostrils. You'll find your Muffet blinks particularly—and laughs its

crossed fingers!

All the virtues of lips and brain!

For your Muffet's pure white whiskers, just drop down in a thousand

tiny, rounded layers upon layer to

outline shapes and size. Below, Tinted

background forever. Light on a crimson,

Crimson!

Have one moreover, with ocean

blue, and another, with green,

The Quaker Oats Co., Chicago.

THE NEWSPAPER HALFTONE IS LESS APT TO BE A FAILURE WHEN THERE IS ONE DOMINATING NOTE AROUND WHICH LESSER DETAILS ARE ASSEMBLED

headlines superimposed over them, packages or trade-marks jutting into them, and frames which are very irregular in shape, do no more than to complicate matters and detract from the picture itself.

Less retouching is required in the photographic subject of today, because it is lighted scientifically, to begin with, and possesses, as it comes from the camera, the necessary vividness of contrast. Retouching often throws an otherwise charming photograph out of key, making it artificial and obviously manufactured for the purpose.

It is perfectly permissible to "stop out" a background. This portion of a print may not always come out simply. But if a flat tone is painted in behind a figure, it must be remembered that even white will become gray, after the screen makes its appearance. If

an approximation of the lightest background gray is desired, then it would appear white in the copy. Each tone, therefore, must be lighter, by a liberal margin, than it is to be when the advertisement is printed on newspaper stock.

Many of the most sparkling halftones are original drawings, quite shrewdly planned in every detail of light and shade. The artist outlines his composition in pen and ink, and then uses not more than two tones of gray, which are painted in "flat" with no graduating tints and no vignettes. Blacks, used with discretion, provide the final touches of contrast, although they will eventually be cut down by the halftone screen, which is coarse, and "chops" up a tone appreciably.

The pen line appears to be a protective measure. It makes it easier, for one thing, to tool out whites. Such illustrations always have a clean look, and will never fill in or smudge. The great problem in connection with all newspaper halftones has been the presence of too many intermediate and graduating tones. One melts into the other and produces that smudgy effect as if the entire illustration were under a cloud, or seen through a thin haze of mist.

The smaller the size of the halftone, the more necessary it is to observe simplicity of composition and to introduce one large central object or figure, as opposed to many little, separate units.

Where there is any sizable area of flat tint, danger is imminent. Ink collects on such surfaces and the inevitable smudges occur. Such areas should be tooled out white on the plate, if at all possible.

The newspaper halftone illustration is always more practical, always more appealing to the eye, and far less apt to prove a printing failure, when there is one big dominating note, around which lesser details are assembled. This central unit should carry the bulk of the color.

Avoid having copy more than double the size of reproduction proportions. If the print is a large one, a reduction should be

made from it, and this print used for any retouching.

Every detail of the ingredients of the picture must be censored. For example, a series of studies of housewives was recently made for a three-column newspaper campaign, and they were disappointing, lacking in contrast, which fault was not appreciably relieved by retouching.

Finally the photographer himself solved the problem. The costuming of the models was at fault. The women posed in gray or dark garments, which provided practically no contrast. New costumes of white, or of very pronounced black-and-white checks, were supplied, and the series was improved 50 per cent.

In another campaign better results were secured when models were posed against a white screen. Previously, they had been photographed in an ordinary studio with accessories in evidence.

These rules for making "safe" original drawings or photographs for the newspaper campaign are simple enough, and can be summed up as follows: Vivid contrast, always; simplicity of composition and an adherence to the policy of one figure rather than several, whenever possible; scientific lighting, and the elimination of backgrounds.

California Publishers Appoint J. B. Long

John B. Long has been appointed executive secretary of the California Newspaper Publishers Association. He succeeds H. Read, who has become business manager of the *Beverly Hills, Calif., Citizen*.

Hosiery Account to Advertising Counsellors, Inc.

The F. Y. Kitzmiller Sons Company, Reading, Pa., manufacturer of Notaseme hosiery, has appointed the Reading office of Advertising Counsellors, Inc., to direct its advertising account. Trade papers will be used.

W. L. Doty with Lord & Thomas and Logan

Walter L. Doty, formerly of Doty & Stypes, publishers' representatives, San Francisco, has joined the San Francisco staff of Lord & Thomas and Logan, as an account executive.

Trade Mark Reg. U. S. Pat. Off.



Possibly you don't know what it is and may never even have heard of MASTER REPORTING SERVICE. If so, it isn't your fault. We do almost no advertising and very little of what is known as personal selling. What we offer is a professional service which must of necessity be confined to a limited clientele. It does not lend itself to "mass appeal" and "mass production."

Yet ours is the largest organization of its kind in America, and after years of planning and the sort of slow growth which characterizes stability, we can safely add from fifty to a hundred *new* clients. We believe they can be found among the readers of PRINTERS' INK.

In brief, we are stenographic reporters. We specialize on conventions, sales and advertising conferences, and other public and private meetings which cost too much to conduct and are too rich in potential value not to be preserved for continuous use and reference. Scattered notes or so-called "minutes" of important meetings and conferences are too fragmentary to be of real benefit. What is required is an exact record—just what each and every person has said, in his own words.

Amanuensis stenographers or secretaries are for the most part incapable of providing such a record. Taking dictation and reporting rapid-fire discussion are quite different things. There is a difference in both the

degree and kind of skill required for these utterly different tasks. Stenography is the medium used in each case—but there the similarity ends.

Who uses this service? It is difficult in a small advertisement to answer this question comprehensively. Our billing record shows that we have handled over 10,000 separate engagements. We regularly report conventions and various types of meetings for the American Bankers' Association, Metropolitan Life Insurance Company, Society of Automotive Engineers, American Medical Association, Barton, Durstine & Osborne, National Industrial Conference Board, Knox Hat Company, Rotary International, Association of National Advertisers, J. Walter Thompson Company, International Advertising Association, Corporation Trust Company, Audit Bureau of Circulations, International Harvester Company, American Telephone & Telegraph Company, American Association of Advertising Agencies, American Society of Newspaper Editors, National Broadcasting Company, American Newspaper Publishers' Association—and scores of others of equal prominence in their respective fields.

Such service as we render is not high-priced. And our rates are absolutely uniform to all who employ us. You pay only for the actual work we do, at so much for each hundred words recorded and transcribed. There is a fixed rate for the original report and lower rates for carbon copies, if any. Often we furnish mimeographed or printed reports in quantity for general distribution at a still lower cost per copy.

If you are interested, we shall gladly give you all the facts you need to investigate us. Your inquiry will not lead to persistent solicitation, although you may expect attentive courtesy whether or not there is any likelihood of immediate business. We simply invite an opportunity for discussion with the hope that we may be able to serve each other with mutual profit.

Our service is available not only in cities where we maintain resident offices but everywhere throughout the United States.

The MASTER REPORTING COMPANY, Inc.

37 West 39th St.
NEW YORK

1370 Ontario St.
CLEVELAND

605 N. Michigan Ave.
CHICAGO

Originators of "The Stenotype Way" in Reporting.



Every Highway Lighthouse advertisement is free from all competition

**HIGHWAY
LIGHTHOUSE CO.**

New York, Chicago, Pittsburgh, Detroit

"THE RIGHT WAY IS ON THE RIGHT-OF-WAY"

© 2457

When We Scrapped Private Brands Our Real Growth Began

How Emphasis on Advertised Merchandise and Turnover Rather Than on Long Profits Built a \$5,000,000 Drug Chain

By a Drug Chain General Manager

IT was about fifteen years ago, when the chain-store idea had just begun to assert itself somewhat lustily, that we reorganized and opened up eight neighborhood drug stores. No one knew much about chain-store merchandising then. Outside of the 5-and-10-cent store field the chain store was a fairly new development. And that many-sided word, "merchandising," had scarcely attached itself at that time to the polished vocabulary of salesmanship.

One concept of chain-store operation, however, had firmly established itself as basic. This was the strategy of offering known, advertised merchandise at deeply-cut prices as a lure to selling comparatively unknown and long profit items. Your chain operator of 1915 knew his theory of "loss-leaders," as he supposed, down to the final period, and he practiced it with a vigor sometimes approaching fanaticism.

So our company began its career as a chain organization believing, like the others, that it must handle a rather wide variety of advertised lines more or less as a concession to our customers. We stocked them not so much to make a profit as to lay a foundation for profits on other lines carrying our own label. Pushing these private label items which carried long margins, it looked as if we would be able to strike a fair balance and make money. The wanted merchandise requiring a minimum of salesmanship on our part would get and hold trade. The private label goods that could be sold in volume if given intelligent pushing would produce the real dividends.

So much for the theory of the thing. As such it was flawless. But there was one serious shortcoming which appeared soon after we began operations. Every other

store with which we entered into competition appeared to be trying to work the same plan. We found we were competing on an identical basis with everyone else. No one in the field rose above the dead level of mediocrity in store operation.

Any one with a bent for studying customer reactions could hardly avoid seeing how this sort of tactics would inevitably antagonize the buyer, unless the transaction were handled in each case with far more skill and tact than we can fairly expect of the average clerk. The dangers of any selling policy that threatened the customer's good-will became one of the reasons why we decided to step out of the picture as pushers of private brand merchandise, but it was of secondary importance. At least one other reason preceded it. And that was the feeling that our stores must have a distinct and thoroughly attractive individuality if we, as a chain, were to make money and grow.

SHORT SHIRFT FOR PET BRANDS

It was neither promising nor profitable—this start we made with the belief that our future lay with private brands. Consequently it took the head of the company only a short time to lay down the policy which we have followed since 1915 and which is primarily responsible for the building of a chain of more than thirty stores doing \$5,000,000 a year in sales. This new policy made short shrift of the pet brands which moved slowly and then only in the face of stubborn resistance. In their place we stocked only nationally known and nationally advertised merchandise. We did away with special sales. We put emphasis on stocking items that turned over rapidly, primarily because their manufacturers were do-

ing something positive to make them turn. We abandoned the idea of long profits, attractive though they are, in order to assure volume and turnover, believing that volume would produce satisfactory net earnings each year while it built what may be called an awareness of company character with customers. It is this "company character" that makes continuing growth and progress possible. Lack of it makes a merchandising organization, chain store, mail-order house or what not poor and short-lived.

There have been many explanations, some of them fairly plausible, advanced to explain the tremendous success and growth of the various chain store systems the last few years. Most of them, it seems to me, miss the mark. Cash trading, standard inventories, the elimination of costly service, well chosen locations—all these are important but in a minor way. Even great buying power, essential as it is to chain success, is not the mainspring. What really makes chain stores successful is their selling ability and the skill used in their management which invariably is the genius of some individual amplified and projected into many places instead of one.

I spoke of the matter of store location as being a detail of importance. We do not locate stores in neighborhood locations. The independent drug store can do a job there that we do not wish to assume. It can render various services, such as making deliveries and carrying charge accounts which, as we see it, are out of our field.

The neighborhood store, by means of these services, can offer its customers more than we can offer to those same customers. The more alert independent store owner is doing it today with a vim. He is selling his personality and service in addition to merchandise. He is capitalizing on his contacts and those of his employees. He can give his customer more than the chain store can give. To offset that the chain must have some sort of compensating differential.

The most convenient form of differential that the chain drug company can offer is lower price. Nearly every manufacturer realizes the existence of two kinds of price-cutting. One kind is reckless and ruinous if persisted in. The other kind sees the dealer taking a profit, but less than what may be considered the regular profit; its purpose is building of a volume large enough to permit of fair net earnings in spite of the smaller margin on each transaction. Our lower price balances the lack of service. It compensates the purchaser for buying in a business section of the city rather than in the section where he or she happens to live. The price differential is one we must have to do business at a profit in the locations we have chosen. In many cases it costs us less to do business than it costs the neighborhood druggist. That is due to two causes. We give less service. Secondly, we perform the wholesale druggists' warehouse and delivery functions for ourselves, buying in jobbers' quantities and receiving jobbers' prices, as the situation merits.

ADVERTISING CAN'T MAKE GOODS BETTER

In the field of chain-store merchandising, the trend today, I believe is in the direction of stocking and pushing quality merchandise. In our case, since we aim to sell only nationally advertised merchandise, that trend is no longer faint or difficult to trace; it is an established policy well under way which has proved its value. Strictly speaking, advertising is not synonymous with quality. Obviously it cannot add to the intrinsic merits of a piece of merchandise. A good tooth-brush is a good tooth-brush whether it is advertised or not. Advertising cannot make it better. What the wide-awake retail merchandiser should realize to his gain is that a manufacturer cannot afford at existing rates to spend money advertising an inferior product, for the manufacturer to stay in business and make money must have repeat sales. If the advertising makes extravagant or un-

Packages insured as wrapped



NO waiting your turn at crowded windows, no extra handling of packages, no delays and no red tape in collecting on packages stolen or destroyed in the mails. That's the satisfaction of North America Parcel Post Insurance. Coupons from a North America Coupon Book insure each package at the wrapping desk — and cost but a few cents.

Ask the North America Agent or send the attached coupon for full information.

the North America way

"The Oldest
American
Fire and
Marine
Insurance
Company"
Founded 1792

Insurance Company of North America
Sixteenth Street at the Parkway
Philadelphia, Pa., Dept. W-31

Name _____

Street _____

City _____ State _____

Wants information on Parcel Post Insurance



founded claims for his product, he wastes his money. Nothing will bring the customer back to buy that product another time. Worse than that, from our viewpoint, the disappointed customer will avoid the store that sold the product. So much is A. B. C. logic, but it ties up closely to the fact that persistent advertising operates as an assurance to the customer of value, a fact concerning which we are naturally anxious to give fullest publicity.

What do advertisers expect of the chain store? What do they want from them? It is apparent that I cannot attempt to answer the former question. We are co-operating with them by advertising in our territory the merchandise we carry. We push advertised merchandise and do not handle private-brand items. Speaking for the company, of which I am a part, the chains want to see advertisers continuing to educate the buying public through national advertising. We hope that within their means they will do that job just as thoroughly and as consistently as possible, rather than starting to advertise and stopping every time the wind changes.

A second thing we want is to have them help educate our clerks as to their products. There are many ways of doing this but the best that I know anything about is by personal contact. I have been told that some chain-store organizations hesitate about letting manufacturer's field men have any direct contact with store managers or clerks. We welcome it and are always willing to have a manufacturer's representative talk to our salespeople in groups.

There is something else the chain store wants. It wants the advertiser to stick with him. And by that I mean the chain store doesn't want to see a manufacturer use the chain to get quick and rather broad distribution for a new product and then turn to other outlets after the product has been put over. It is exactly this sort of thing that makes the retailer turn his eyes hopefully on merchandise which he can have made under his own brand. Fol-

lowed in any considerable number of cases this practice will check the clearly discernible tendency of chain stores to withdraw from the field of manufacturing.

Lest I be misunderstood, let me make the point clear that I do not consider it unethical or unfair for any dealer to stock and sell private brands. There are many excellent products which are not advertised. Some of them are of as high quality as the best of the advertised products. Our position, and it is not a matter of theory, is simply that it is not good business from the net earnings point of view for us to handle them. To the ordinary customer they are not wanted merchandise. The business depending today on long-profit merchandise that moves sluggishly is trying to meet the conditions of a new age with Victorian methods. The way to profits lies over the road of turnover and volume sales.

Our experience during the last 30 years points plainly to the fact that turnover and volume are obtained through selling merchandise that advertising has made or is making known and wanted. Why are some good items shelf-warmers? Simply because possible buyers don't know what they are and what they will do. Who is to tell their story? It is obvious that everyone concerned with their sale must help—the manufacturer, the retailer and his salespeople. I hope that manufacturers will continue to put the force of advertising back of worthy products to the end that the final outlets for these products may sell them quickly and in volume.

International Heater Appoints S. H. Allston

Samuel H. Allston has been appointed advertising manager of the International Heater Company, Utica, N. Y. manufacturer of International boilers, furnaces, etc.

Eaton Axle & Spring Buys Perfection Heater

The heater business of the Perfection Heater & Manufacturing Company, Cleveland, has been acquired by the Eaton Axle & Spring Company, also of that city.

ROMANCE

GILDS DRAB ADVERTISING FACTS WITH
AN AUREOLE THAT CASTS ITS SPELL



Till "the sun grows cold, and the stars are old, and the leaves of the Judgment Book unfold," men and women will be romantic. Yet, this is a world of work, wages and three-meals-a-day, and ditto the next day *ad finem*. That joy of statisticians, the average man, looks to advertising to touch his imagination as well as his wants, or he doesn't look at advertising. So-called Big Business shrewdly perceives the diplomacy of romanticizing its background and activities above mere tub-thumping and dollar-chasing. ▲ ▲ ▲ Alfred Stephen Bryan, declared to be the highest-paid advertising writer, knows how to give wings to such a message and rhythm to its flight, mindful that "fine writing" is the blank check of mental bankruptcy.

Arrangements for retaining Alfred
Stephen Bryan may be initiated through
I. Leonard Houslein, Director Cliental
Relations, 665 Fifth Avenue, New York.

RESULTS

1143 orders from a single column advertisement

—that was the recent experience of the Capitol Silk Corporation. Each of the orders contained 25 cents for a sample.

—the cost per order was 7½ cents, as compared with a previous satisfactory average cost of 10 cents per request for a free catalog.

Many other advertisers in this magazine have similar experiences.



CHILDREN, The Magazine for PARENTS
353 Fourth Avenue, New York

Testing the Product for Its Consumer Use

How the Pacific Mills Are Looking into Consumer Preferences and Employee Choice to Synchronize Production with Sales

By Ralph Crothers

PEOPLE often wonder why radio sets weren't originally brought out by phonograph manufacturers, why ice box manufacturers weren't the ones to introduce electric refrigerators, why the makers of oil heaters weren't all formerly in the heating business. They had the factories, the resources, the technical skill, the organization, yet in many cases rank outsiders created the new products and seized the new markets.

It is often a matter of surprise to investors, bankers and economists that a company, which is going along one year selling a carefully covered market, suddenly finds two years later that its market has been partially lost to an industry in another line of business. The solution to some of these queer paradoxes of industry is to keep close to the consumer—a very recent tendency in business, comparatively speaking.

There was a time when most factory production was governed almost entirely by the sales force. Salesmen at their annual meetings might say that they wanted a bright red on a certain design of cotton cloth, while the consumer out in the sticks was searching around for a light green. The factory would go ahead and produce at the salesman's suggestion, only to find later that it was off on the wrong track. The closest contact that the production end of the business had with its final market was the retailer, through the company's own salesmen.

In the cotton textile industry, for example, the goal in marketing was the retailer's shelf and that was usually as far as it went. The manufacturer made up fabrics on a big yardage basis and the fabric took form as pieces or bolts of cloth. These later went to the

shelves of wholesalers and retailers. The marketing vision of the industry practically ended there. Production was interpreted entirely in terms of bolts, and the sales job was considered done when the goods were landed on the shelves.

It took a good many hard jolts in various parts of the textile field to change this long held viewpoint. But as consumers' buying habits changed in many lines, a great many of the old established industries either had to change their products or go out of business. Many of the big houses are now contemplating plans and revisions based upon consumer research which will enable them to change ordinary production into controlled sales.

LOOKING BEYOND RETAILERS' SHELVES

The Pacific Mills have been one of the progressive units of the industry. For some time this company has been looking far beyond the retailers' shelves in its marketing vision. What the woman who wears the final fabric thinks is the thing that really counts in the production of the fabric at the mill, and Pacific has taken cognizance of this comparatively new knowledge in the textile industry. Cloth may be made by the piece but its manufacturer must see his production through the eyes of the woman who is looking into her mirror in her own home. Where the textile manufacturer formerly saw only bolts of goods on distributors' shelves, today, if he is to go ahead, he must see stylish dresses on pleased wearers.

The Pacific Mills' workshop is an innovation in the industry which will illustrate this transition in sales vision. It typifies the

Stock the Dealer THEN WHAT?

The fate of your product is largely in the hands of your dealers. They can help or hinder its steady flow into the hands of the consumer.

Want them to help, with a will?

There is one kind of advertising that wins the hearty support of dealers—their clerks—and consumers too.

The kind of advertising that repays your customers for their support.

PREMIUM ADVERTISING

is producing added volume for some of the largest and most reputable firms in varied lines of business.

We have materially assisted in establishing Premium Departments for America's leaders. We invite correspondence from responsible Executives.

**The Premium Service Co.
INC.
9 West 18th Street
New York**

new thought which is prevalent in many lines of industry, namely, the testing idea. For the best test of a fabric, or of any other product, is its suitability for its ultimate users. That is the test which is being applied by the Pacific Mills' workshop. The workshop is a division of the company's sales promotion department. Under the direction of this department it demonstrates the adaptability of the company's various fabrics for recognized uses and also tests the appropriateness of fabrics for new uses. It finds the place for the fabric and, having placed it, provides a sound basis for the selling efforts which then follow to put it over.

It was recognized at the outset that unless the workshop was in charge of persons who saw beyond sample cards and bolts of goods its efforts would be futile. Dealing with a field in which the ultimate consumers are women, it is directed and operated by women. Some of them are practical needle-women and all of them understand style and the psychology of women.

In their testing of Pacific fabrics, they approach the job from angles such as these: Will this fabric gather in soft fullness the way women want a cloth to gather in the picturesque, feminine type of frock? Will another, intended for tailored styles, pleat with the necessary smart crisp lines? Are they properly patterned for the types of frocks they are to interpret? Will the materials hold their cut after washing? Will they give the silhouette demanded by the mode?

Everyone knows what happened to some branches of the textile industry when the silhouette, which takes but three yards to "cover," came in to take the place of the fashion of years ago which required twenty or more yards. The Pacific Mills prepare their designs to keep their eye upon changing fashions by continual observance of the buying habits of consumers and also by keeping in constant touch with retail stores.

Scarcely a day passes without

When a Production-minded Man Goes to Market

A MEMBER of our staff was telling of a conference he had with several of the officials of a large New England manufacturing organization. These men were wondering why their sales were standing still. "Our products are every bit as good as our competitors," they lamented.

"The trouble with those people," said our staff member, "is that they are 100 per cent production-minded. Their advertising talks manufacturing: the quality of their materials, the age of their company, its size, and how sturdily the things they make are built. All their selling policies revolve about their plant instead of around their markets.

"Their whole attitude may be summed up something like this: 'Here! We make this and that, and a thousand and one other items. Now advertise 'em. Go out and sell 'em.'

"They never stop to find out much of anything about the tastes, desires and needs of the people in their markets. They don't know whether people think their products are modern or old-fashioned. Although they know all there is to know about every motor, lathe and pulley in their plant, they have the vaguest kind of notions about their markets. Their whole viewpoint is warped: it is centered on production."



For market-visioned but production-minded men, Newcomb service holds great utility.

We supply the marketing eyes for men who, of necessity, must focus primarily on the production end of things.

It is our business to point out to you how—and why—you can sell the products of your plant at maximum net profits.



JAMES F. NEWCOMB & CO. INC.
Advertising + Merchandising
330 SEVENTH AVENUE, NEW YORK, N.Y.
Telephone PENnsylvania 7200

York County, Pa.
constitutes a complete and self contained trading unit of which the city of York, Pa., is the hub, closely bound together by railroads, street railways and an unusually large mileage of paved roads. That is a fact.

The York, Pa. Gazette and Daily

alone covers this whole rich and prosperous unit completely and intensively. That is a fact.

We urge you to investigate.

Howland and Howland

National Representatives

**NEW YORK
393 Seventh Ave.**

**CHICAGO
300 North Michigan Ave.**

one or more of the company's staff visiting stores and shops to see what the retailers are doing with fabrics, what kind of merchandise women are buying, and to learn what uses women are making of the goods bought in the stores.

Information acquired in this way aids in the shop's tests. It is very helpful in the successful "placing" of fabrics with respect to their appropriateness in this or that field. In addition, the workshop keeps in touch with the company's own Paris style service through which it obtains advance information about trends and style developments, as well as reports of all the important openings and other functions in the French capital.

The importance of style in even the most moderate-price fabric for the very inexpensive dress is kept constantly in view.

After a fabric has been tested and placed in its proper field the next step is translating the results into a form that makes them of value to the sales force.

For example, when the company completed its new line of wash goods for spring, the workshop took various numbers from the line and made finished garments from them. Thus it demonstrated the type of dress to which each of these fabrics was best suited, the right kinds of trimming, and also the price range of the garments in which the fabric belongs. The importance of this testing is reflected in the intelligent sales service that can be rendered to the trade.

STYLE SHOWS AT NEW YORK

From time to time, style shows are given at the company's sales office in New York for the benefit of the sales force. At these shows, workshop dresses and other apparel made of Pacific fabrics are exhibited on living models. The salesmen are familiarized with the appropriate application of the goods to style purposes, and to price ranges.

Members of the force, equipped with the information supplied as a result of the workshop's opera-



Many "ideas" . . . sound in themselves . . . lie around unused in the business world for lack of exact knowledge of how to put them to work. If you have an "idea" of interest to the women running America's homes, talk to us about it. We have specific knowledge of what influences ten million homekeepers yearly in their purchase preferences.

~

THE MANTERNACH COMPANY

Advertising

The Manternach Building · 55 Allyn Street
HARTFORD, CONNECTICUT

A Hotel Advertisement

(without a picture of the factory)

"Ideal convention city!" Ever hear of one that wasn't? The phrase takes rank with such standbys as "New!", "Chemist Makes Amazing Discovery—" and Cheltenham type! Rank is right, eh?

Take Atlanta, for instance. We could roar about her "ideal" claims and back 'em up with weather reports, because it's a rare day when golfing is impossible here. Maps would show her accessibility and you probably know that all railroads allow 10-day stop overs, as well as that the Stone Mountain project is now taking definite shape that would interest any one. But the crowning touch as a Convention city is the Atlanta Biltmore; a hotel with full facilities, plus unusual conception of service—the full Bowman-Biltmore service which means so much in New York, Los Angeles and Havana! You get the same right here in Atlanta, with room rates beginning at \$3.50!

Atlanta Biltmore
A Bowman Biltmore Institution
Rates from
350



TWO out of FIVE

THREE are now five high grade association magazines for men of more than half a million circulation each—Eagle Magazine, Elks Magazine, Shrine Magazine, American Legion Monthly and Mooseheart Magazine, named in the order of their age.

Two of these five, the oldest and the youngest, are printed here, the Eagle Magazine for the past four and a half years and the new Mooseheart Magazine beginning with the January, 1928, issue.

Our ability to handle magazines of large circulation, including in these two instances the mailing list work as well, is recognized by organizations and publishers everywhere. There is to be found here every facility for turning out such work economically and on time.

KABLE BROTHERS COMPANY
MOUNT MORRIS, ILLINOIS

CHICAGO OFFICE:

38 South Dearborn Street



NEW YORK OFFICE:

1 Madison Avenue

tions, have the haphazard habit taken out of selling efforts.

Knowing the style possibilities of the various fabrics and also the garment price range in which the fabrics belong, the salesmen can offer them to cutters making specific types of garments at a certain price. The manufacturer can be shown that the goods are right from the style angle and priced right for his particular needs. Furthermore, creative ideas are embodied in the samples produced by the workshop and these ideas are also of service to the manufacturing trade.

The testing idea has been a revelation even to Pacific's own selling organization. Salesmen who had had years of success in moving goods with the conventional sample, or swatch card, are enthusiastic about the idea and agree that finished garments are the best swatches for selling goods.

A few weeks ago, when the company formally opened its newly arranged sales offices at New York, the event was made distinctive by the display of a collection of models demonstrating the style appeal of cottons and kindred fabrics. Sixty-seven frocks and other apparel were shown on professional mannequins. They were made by or under the direction of the workshop. More than half of them were original models inspired by French creations, and all were of Pacific fabrics.

"Through this collection of models," said Martha E. Dodson, Pacific's fashion adviser, "we sought to demonstrate clearly that the cotton dress, when made along simple but fashionable lines, and supplemented by smart and appropriate hats, shoes and other accessories, is a success both from the standpoint of meeting the requirements of the mode and in the matter of satisfaction to the wearer.

"It isn't the expense of a gown that counts most. It is the smartness, the distinction. Cottons are beautiful fabrics and they have intrinsic merit and certain qualities all their own. These we endeavored to emphasize in our col-

Advertisers Too!

are buying

THE ADVERTISING AGENCY

By FLOYD Y. KEELER and
ALBERT E. HAASE

The only handbook on agency operation. Written for agents and bought by agents. Now being ordered by advertisers as well as agents. Why? It gives advertisers practical ideas on advertising department organization. It throws special light on:

- How agencies bill clients
- The commission system of payment
- Service that agency should render client
- Decisions on space buying



STUART PEABODY,
advertising manager,
The Borden Company,
says:

"This book should be in the library of every advertising department. To operate with an agency at maximum efficiency a thorough understanding of agency organization and practice is essential and this book gives just that."

WILLIAM A. HART,
president, Association
of National Advertisers,
and advertising
manager of E. du
Pont de Nemours &
Company, says:



"A real contribution to the technique of advertising—there is no question but that it needs it."

(Advertising agents are continually increasing their orders for this book. One of the most important agencies of the country keeps six copies in constant use.) A copy will be sent for free examination for ten days, free of charge. Fill out the coupon!

HARPER & BROTHERS

ON APPROVAL ORDER FORM

HARPER & BROTHERS P. I. 3-1-23
49 East 33rd Street, New York, N. Y.
Gentlemen: Please send me postpaid for ten days' FREE EXAMINATION one copy of THE ADVERTISING AGENCY, by Keeler and Haase, \$6.00.

- I agree to remit \$6.00 within ten days of receipt of the book or to return it.
- I enclose my check for \$6.00.
- Please send C.O.D.

Name.....

Address.....

Business Connection
(Please fill in)

TRY COUNTING THE NEW ONES!

Magnificent Cathedrals
going up
Everywhere

A TREMENDOUSLY STRONG
and
WEALTHY ORGANIZATION
with
NUMEROUS BRANCHES
in EVERY
CITY AND TOWN
with
ONLY ONE MEDIUM
Absolutely Restricted
to the church buyer

Write for samples and information
concerning

The Church Trade Journal since 1899
THE EXPOSITOR
710 Caxton Building
Cleveland, Ohio
156 Fifth Ave. 37 S. Wabash
New York City Chicago, Ill.



lection. Furthermore, we had nothing in it that would not stand up under hard wear and the attack of the most devastating laundress."

Pacific's enterprise attracted attention in all branches of the trade. Hundreds of persons, including fashion writers, buyers, stylists and designers, manufacturers, and representatives of other textile mills, attended the opening.

Illustrated articles about the workshop's activities appearing in "Pacific," the monthly bulletin of the company, have brought inquiries from cutters and stylists of many stores. The assistance of the shop in creative work for the benefit of the trade is constantly being requested.

Displays of Pacific fabrics in made-up form are sent by the workshop to points where they may be viewed by the company's out-of-town salesmen, manufacturers, wholesalers, and representatives of retail stores.

The shop also experiments with new uses for cotton fabrics and rayon fabrics. It has made over 100 decorative articles for home use, using the fabrics for wall panels, hamper covers, lamp shades, cushions and similar articles. These demonstrate the possibilities of much wider use of textile fabrics for decorative purposes.

AN EMPLOYEES' CONTEST

Realizing that there was much creative ability among the workers in the organization and that they naturally, since they made their living at the business, were interested in expanding the field of usefulness of cotton fabrics, the Pacific Mills held a dress designing contest among the members of their general organization. Prizes were offered for the best uses and new uses of Pacific fabrics in a style way. No less than forty costumes were entered by the young women of the organization, many of them showing real creative ability and originality.

A special prize had been offered for creative ideas in the designing of smocks. It was believed by sales officials of the company that

McLAIN-SIMPERS ORGANIZATION

PHILADELPHIA

NEW YORK

announces the appointment of

Mr. Marsh Watkins
to its service staff

In his two previous advertising agency connections, during the past seven years, Mr. Watkins has participated particularly in the planning and execution of advertising for

CLIQUEUR CLUB GINGER ALE

MCCALLUM SILK HOSIERY

POMPEIAN MASSAGE CREAM

POST'S BRAN FLAKES

PROPHYLACTIC TOOTH BRUSH

SCHICK REPEATING RAZOR

UNITED FRUIT BANANAS

HAMILTON WATCHES

PALM BEACH CLOTH

POST TOASTIES

POST'S WHEAT MEAL

REIS UNDERWEAR

SPUR TIE

WALK-OVER SHOES

Our recommendations with regard to sales policies and plans are not the theories or judgments of a single individual. They are rather the labor of an organization of specialists, translated into conclusions as to the course of action, in the light of an experience in dealing with business problems such as few organizations can claim.

R. O. EASTMAN Incorporated

7016 Euclid Avenue, Cleveland
113 West 42nd Street, New York

1st Again In 1927 In PEORIA!

In
12 out of 18
Major Classifications

Local Display, Classified, Automobiles, Auto Accessories, Dept. Stores, Men's Clothing, Financial, Food and Groceries, Elec. and Radio, Drug Stores, Misc., and Grand Total.

1927 TOTAL ADVERTISING
Lines
Journal (7 days) 11,288,726
Star . . (7 days) 10,842,029
Transcript(6days)6,249,077

The PEORIA
JOURNAL-TRANSCRIPT

the smock could be made more than a mere protector of other clothing, and that the introduction of style would mean a much larger use of cotton goods used for making smocks.

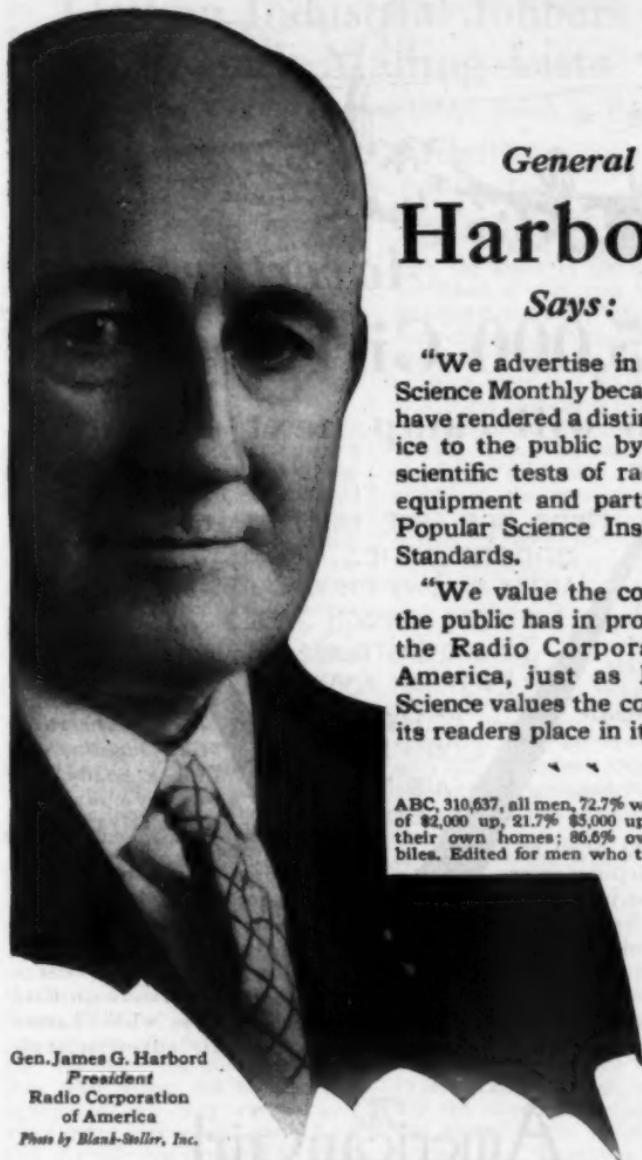
The entries justified the offering of the special prize. They produced both creative ideas and style in smocks. One of the contestants submitted a smock designed after the Russian manner with embroidered designs following a samovar motif on the collar and cuffs. Another entry was a green and tan monogram smock smartly styled. A third was unique in having detachable sleeves, making it comfortable as a short sleeved garment for woman's work about the house, or with the long sleeves, suitable for office or lounging uses.

The smocks were illustrated, together with other prize-winners, in the company's bulletin, and attracted much attention among the manufacturing trade. They were borrowed by a number of manufacturers who were interested in having the ideas used by their designers.

Then there was the style show of costumes which the mills staged at Lawrence, Mass., where the largest group of the company's plants is located.

In tying up the whole idea of testing the fabrics and their appropriate uses with its own employees and the people of the home city as a cross-section of the consuming market, the company secured the co-operation of the leading stores in Lawrence. Costumes were displayed on models selected from among the young women employed by the Pacific Mills.

The show was a big success. One of the results was the sale of more than 7,500 yards of the fabrics displayed to members of the Pacific organization for use in their own wardrobes. Big sales to the people of Lawrence who were not employed in the mills were also reported by the stores, and close permanent co-operation between the latter and the mills was established.



Gen. James G. Harbord
President
Radio Corporation
of America
Photo by Blank-Stollz, Inc.

General

Harbord

Says:

"We advertise in Popular Science Monthly because they have rendered a distinct service to the public by making scientific tests of radio sets, equipment and parts in the Popular Science Institute of Standards.

"We value the confidence the public has in products of the Radio Corporation of America, just as Popular Science values the confidence its readers place in it."

ABC, 310,637, all men, 72.7% with incomes of \$2,000 up, 21.7% \$5,000 up. 71% own their own homes; 86.6% own automobiles. Edited for men who think ahead.

Popular Science

Founded
1872

MONTHLY
250 Fourth Avenue, New York



Advertise to the
75,000 Girl Scouts
who will camp next summer

It is estimated that 75,000 Girl Scouts will attend camp this coming summer — 75,000 regular users of tooth paste, tooth brushes and soap — 75,000 hungry, growing girls to be fed.

Girl Scout camp activities include swimming, hiking, photography, exploring, Nature lore and outdoor cooking. These active, alert girls will need, among other things, swimming suits, footwear, compasses, telescopes, cameras, foods, sportswear,

HERE ARE WIDE OPEN SALES
 OPPORTUNITIES FOR
 JANTZEN SWIMMING SUITS
 ENDICOTT JOHNSON SHOES
 TAYLOR INSTRUMENTS
 EASTMAN KODAKS
 KELLOG'S CORN FLAKES
 AND MANY OTHERS

tennis rackets and many kinds of athletic equipment.

Advertisers who use *The American Girl Magazine* will find a ready, responsive market among Girl Scout campers. The last closing date for the May issue is March 31st. Further information will be gladly furnished to advertising agents or advertisers by any of the *American Girl* Representatives whose names appear in this advertisement.

The **American Girl**

The Magazine for all Girls

Published by GIRL SCOUTS, INC.

ELLIOTT P. HENRY, Advertising Manager
 670 Lexington Avenue, NEW YORK

PHILADELPHIA

Harry E. Hyde
 Phila. Representative
 548 Drexel Bldg.

BOSTON

Henry C. Pragoff
 New England Rep.
 80 Boylston St.

CHICAGO

J. R. Ferris
 Western Rep.
 537 So. Dearborn St.

PASADENA

Hallett E. Cole
 Pacific Coast Rep.
 2320 Mar Vista

Getting Industrial Jobbers to Furnish Mailing Lists

This Company Built Up a List of 100,000 Names in This Way

By K. G. Merrill

Vice-President, M. B. Skinner Co.

MOST industrial jobbers have anywhere from 5,000 to 10,000 items on their shelves and, since they find it impossible to push each one, it is up to the manufacturer largely to create his own market. We have found direct-mail advertising a vital necessity in this work.

But mailing lists do not grow on trees and the building up of a mailing list takes considerable time. When we were originally faced with the prospect of building up a mailing list we naturally considered purchasing lists covering various lines of trade. However, there are drawbacks to this system. For example, if we were to purchase our mailing lists, and a situation arose in which we had circularized an industry in a small town halfway between two large cities, to which jobber would we refer the inquiry? We wanted the names on our mailing list to possess association in the sense that we wanted them to be associated with some jobber from whom these firms purchased.

We decided to make up our own mailing list and to do it by securing local mailing lists from our various jobbers. This was not a matter to be handled by correspondence, so at our annual sales meeting we put the proposition up to our salesmen and told them that they were going out with a very definite errand—they were to convince every jobber who carried our line in stock that it would be to his interest to send in a mailing list of his customers, so that we might circularize and otherwise work the list in his name. We explained the system, which I shall elaborate upon later, and sent the salesmen on their way.

They were immediately successful and soon the mailing lists began to roll in—lists that ran be-

tween 500 and 4,000 names. Upon receipt of each list it was tagged with the name of the jobber who furnished it and sent to our addressing department, where tags for our rotogravure bulletin were prepared for each name. At the same time, an order was placed with the printer for post-cards to correspond to the number of names on the mailing list, to be made up under the jobber's imprint. These were placed in the rotogravure broadsides as we mailed them. These post-cards bore the jobber's imprint, but they were returnable to ourselves.

THE POST-CARD RETURN

A few days after a mailing we would begin to get these post-cards back and, the jobber's name appearing upon them, they were immediately referred to the jobber who had given us the name of the prospect. The jobber having a concrete inquiry to work on, would immediately dispatch a salesman to call upon the prospect and sales were thus made. It worked beautifully.

While all this activity in the sales department was resulting from the mailing of these bulletins, the advertising department was putting the mailing list through a strict "course of sprouts." First, the mailing list was gone over by an experienced employee, who classified the names according to a special classification which we have worked up. It occurs to us that this classification may be of some interest to the readers of *PRINTERS' INK*.

We manufacture a product which goes to industrial plants. It is most readily sold to them when they are busiest, as it is a time-saver. We have made an exhaustive study and have classified the various lines of industry in the

THE NEW FORCE

Q A prominent real estate organization recently completed its FOURTH motion picture sales campaign.

Q "The method in which Seiden-Hodes handled the story of our newest development brought results far beyond our expectations," is the comment contained in their letter to us.

Q We specialize in Industrial motion picture production and distribution.

SEIDEN-HODES FILMS

Industrial Film Specialists
729 Seventh Ave., New York



Park-Lexington Bldg.
247 Park Ave.
Offices for May

Three very fine suites for Advertising or Executive offices—4650, 3816 and 630 sq. ft., respectively. The first two have three outside frontages.

Inquire of Mr. Godfrey,
Supt. or

SPEAR & CO. Inc.,
Ashland 4200 225 Fifth Avenue

United States under twelve headings, representing the twelve months in the year—each name being placed under the months that that industry is busiest. All names that we could not classify as to their busy season—industries which had no rise and fall of production—we placed under a miscellaneous heading and that card happened to be the June card, as June is an in-between month anyway.

With this classification system we had our names in shape so that we could not only pound out our regular mailings to the entire list at stated intervals, but could also specialize any given month on the industries that were busiest that month.

Then as each name was copied onto a card, credit was given to the jobber who supplied that name. This was for future reference.

It was our willingness to put the jobber's name on each card made up from his mailing list which enabled us to persuade some of the more conservative jobbers to let us have their mailing lists. Many of them said: "Of course you will be very glad to circularize my mailing list with your printed matter and use a post-card made up under my name, but I know well enough that you will copy that list and then the next time you send something out they may order direct, or you may refer their inquiry to some other jobber." We had to assure them all along the line that every name furnished us would be their property for all time.

Three months after we receive a jobber's list and circularize it, let us say that we get out a general mailing. We send out our broadside to the 100,000 names and we get back a raft of inquiry cards. These inquiry cards on a general mailing do not carry a jobber's name, but are simply ordinary return cards. Each one of these cards is immediately turned over to the girl in charge of the general mailing list and she, referring to her corresponding mailing list card, endorses upon the return card the name of the jobber who originally furnished us with the prospect's name. The card is then

To the Presidents and other Executives reading PRINTERS' INK

¶ For those of you who are confronted with the task of looking further than your own organizations for the *one* man to fit into some highly responsible and creative position, there is a most satisfactory solution which may not have suggested itself.

¶ A full-page advertisement in PRINTERS' INK, stating clearly the essential qualifications required in the man you seek, with an outline of the possibilities in the position for the right one, will bring a class of responses that will be a revelation. We write this advisedly, from the experience of manufacturers who have used the plan with marked success.

¶ PRINTERS' INK is read closely by many successful business men already holding important positions, and to these, as to the rank and file, a real opportunity for growth in a wider field, with greater earning power, is always attractive.

¶ Instead of depending upon the range of your own personal acquaintance, why not put a frank advertisement over your own name in PRINTERS' INK? It is quite likely to result in your hearing from men whom you would not otherwise think of approaching.

PRINTERS' INK PUBLISHING CO.
185 Madison Avenue - New York City

Announcement



During the eleven and a half years of its existence The Corman Company, Inc., has been a profitable business for its owners, and I believe for those whom it has undertaken to serve. It earned, moreover, an enviable reputation for the creation, development and retention of accounts.

More than two years ago I found myself so positioned that I could not continue to give to the agency the personal leadership and direction upon which its establishment and conduct were predicated. Other plans of operation have not proven satisfactory to clients or to me.

As the majority stockholder I have therefore decided to suspend the activities of The Corman Company at an early date for an indefinite period. Ample provision has been made for the carrying out of all contracts and the fulfillment of all obligations, and Mr. E. H. Wilkinson, First Vice President and Treasurer of the corporation, has been empowered to settle all matters in connection therewith.

S. WILBUR CORMAN.

New York, March 1st, 1928.

placed on the sales manager's desk. The sales manager then refers the returned card to the jobber whose name is endorsed on it, writing him a letter something like this:

Gentlemen:

Some three months ago (six months ago, two years ago, four years ago—as the case may be) you furnished us with a mailing list. We circulated it at the time you gave it to us and got pretty fair results.

We have just concluded a general mailing of advertising matter. All the names you furnished us are now on our general mailing list BUT they are carried on cards which show your name as jobber. Therefore, as a voice from the past, here is an inquiry originating from a name which appeared on your mailing list. Naturally this inquiry is your property and we turn it over to you herewith.

It did not take many letters, accompanied by post-cards, to reassure the jobber if he had felt any qualms about giving us his mailing list.

I cannot over-emphasize the exceptional accuracy of these lists which have been furnished us by the jobbers. They have been made up of the industrial jobber's own customers and every name represents an actual buyer.

Incidentally, all of our mailings are sent out with "returned postage guaranteed" printed on the circular, envelope or broadside. With 100,000 names, each mailing has its quota of undelivered pieces—concerns that have moved or gone out of business since the previous mailing. Instead of just destroying the card in our mailing list file which corresponds to the name on the returned piece, we take it upon ourselves to advise the jobber who furnished that name that it is no longer valid.

They seem to appreciate it.

Of course we have bought a few special lists and copied them into our general mailing lists. The record cards covering these names do not carry a jobber's name, but inquiries developing from them are referred to the nearest jobber who has given us a mailing list.

Miss Marion Witmer has been appointed advertising manager of the Badger Paint Stores, Milwaukee, a chain of paint stores operating in Wisconsin.

Advertising and Sales Promotion Manager

with an engineering background

WANTS A POSITION where his technical ability can be turned to account in advertising and sales promotion where engineering is an important consideration.

OVER ELEVEN YEARS in charge of advertising for a large manufacturer doing an international business.

HAS PRODUCED RESULTS in national and trade campaigns. Strong on distribution, market analysis, publicity, direct mail, dealer helps, sales and service manuals, catalogs, technical writing.

KNOWS PRODUCTION details and manufacturing processes. Special experience in industrial and educational motion pictures.

COLLEGE EDUCATION, forty years old, married.

Address "V," Box 107, Printers' Ink.

WANTED Account-Executive

He should be 30-40 years old, with considerable advertising agency or general advertising and merchandising experience, and with some direct mail or mail-order training. Part of his time he will write copy, handle typography, engravings and other agency detail. The rest of his time he will be out selling a new type of advertising agency, in New York. He will be a man unafraid of work, capable of earning \$5,000 or more, and willing to start for less because of the greater profit possibilities in this new field. Mention education, experience, religion. Address "J," Box 247, Printers' Ink.

\$4,000 to \$12,000 Income Opportunity In Your Home City

Settled man with some advertising and specialty sales experience—will find here an opportunity to enter into a lucrative business that brings big returns. Large ability is more important than large capital.

We will help the right man establish a direct by mail advertising service in one of several cities of 100,000 population and over; the business will be patterned, equipped and fashioned after our 11-year-old Chicago organization.

Small investment required. All equipment is modern in every respect; this business is completely organized. Our method of turning out work will amaze you.

\$2,500 to \$7,500 starts you in a business today that will take care of you later; complete information without obligation. If you are really ready to build a business for yourself write, giving age, experience and references. Address "Z," Box 95, Printers' Ink, 231 South La Salle St., Chicago, Ill.

"McCall's" Sales and Net Profit Gain

The McCall Company, New York, publisher of *McCall's* and manufacturer of patterns, reports for the year December 31, 1927, net sales of \$11,601,778, against \$10,735,198 for 1926, and \$9,711,644 for 1925. Net profit for 1927, after charges and taxes, amounted to \$1,309,133, against \$1,223,907 for 1926.

New Account for Akron Agency

The Burt Manufacturing Company, Akron, Ohio, manufacturer of ventilators, oil filters and exhaust heads, has appointed Eddy & Clark, Inc., advertising agency of that city, to direct its advertising account. Business papers and direct mail will be used.

George Ingraham with Columbia Broadcasting

George Ingraham has joined the Columbia Broadcasting System, New York, radio station chain, as contact man. He was formerly advertising manager of *Smoker's Companion*, New York.

J. H. Newmark, Inc., Adds to Staff

Joseph Kopper and Ralph B. Halley have become associated with J. H. Newmark, Inc., New York advertising agency. They were formerly with the Friend Advertising Agency, of that city.

Cincinnati Agency Opens New York Office

The Julian J. Behr Company, Inc., Cincinnati advertising agency, has opened an office at New York. M. A. Abel is manager of the new office. Julius Joseph, Jr., is assistant manager.

White-Bear Corporation Appoints Stack-Goble

The White-Bear Corporation, manufacturer of electric dishwashers, sterilizers and dryers, Indianapolis, has placed its advertising account with the Stack-Goble Advertising Agency, Chicago.

C. E. Belles Joins Advertising Counsellors

Carl E. Belles, formerly with Donovan-Armstrong, Philadelphia advertising agency, has joined Advertising Counsellors, Inc., also of that city.

F. X. Trimbach has resigned as advertising and sales director of Sterling Products, Inc., Memphis, Tenn.

Unseen Goods are usually Unsold Goods

IT is the product unattractively packaged and displayed that becomes the profit-devouring shelf-warmer. Such a situation is not the fault of the dealer but of the manufacturer.

This is the day of color, of typographical beauty, of artistic appeal. Unless your product is sold with these three essentials in mind, you can hope for no encouraging increase in business.

We are specialists in lithographic display. Our list of customers is nation-wide; many of them we have served over a period of years. What we have helped them accomplish we can help you accomplish, namely: a steady, consistent and healthy business growth.

Send Sample or description of your product. Our *Service Department* will furnish you with ideas, designs, dummies and estimates without obligation



BROOKS BANK NOTE CO.

Lithographed Folding Boxes, Display
Containers, Cut-outs, Window Display
Advertising, Commercial Stationery

SPRINGFIELD, MASS.



New York Philadelphia Boston

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Roswell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK CITY. TELEPHONE: ASHLAND 6500. President and Secretary, J. I. ROMER. Vice-President, R. W. LAWRENCE. Treasurer, DAVID MARCUS. Sales Manager, DOUGLAS TAYLOR.

Chicago Office: 231 South La Salle Street, Gove COMPTON, Manager.

Atlanta Office: 87 Walton Street, Geo. M. KOHN, Manager.

St. Louis Office: 915 Olive Street, A. D. McKNINNEY, Manager.

San Francisco Office: 564 Market Street, M. C. MOHRSEN, Manager.

Issued Thursdays. Three dollars a year, \$1.50 for six months. Ten cents a copy. Foreign postage, \$2.00 per year; Canadian, \$1.00.

Advertising rates: Page, \$135; half page, \$67.50; quarter page, \$33.75; one-inch minimum, \$10.50; Classified, 75 cents a line, minimum order \$3.75.

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Frederic W. Read	
London: Thomas Russell	

NEW YORK, MARCH 1, 1928

Getting a Running Start on the Quota in addressing a recent sales convention of Chevrolet dealers in the Chicago district gave utterance to this slogan: "Sixty-five per cent of our year's quota by July 4!"

Chevrolet, it seems, started out this year with a manufacturing and selling schedule involving a minimum of 1,000,000 automobiles. Mr. Grant has little doubt that this quota will be realized; he has no doubt at all that it will if 650,000 unit sales can be made by July 4.

All of which seems to be sound selling philosophy which goes far to account for Mr. Grant's prominent position among the greatest

of America's sales managers. Any one of a number of disturbing things may transpire during the latter half of the year in selling any commodity. The initial enthusiasm may lag. The salesmen may give way to that tired feeling. Competitors may show unexpected strength. Industrial factors may curtail people's buying power and so on. But 15 per cent extra, nicely tucked away, will go far toward neutralizing any loss that might come from elements of this kind.

It has been our observation, extending over many years, that the extent of the real advance any business makes during a period of twelve months is determined largely by what is done during the opening weeks of the year. This is the crucial time when sales races are lost and others won. Many an organization seems utterly unable to get fully under way until February or March. This means a grand scramble and a hectic free-for-all at the end of the year. It is a question of whether an organization expects to do a year's work in twelve months, in ten or eleven.

Mr. Grant's idea of "sixty-five per cent by July 4" is something that can be applied, with adaptations, to all kinds of selling—to all the affairs of life, for that matter, into which the competitive element enters. It pays to get a running start on the quota.

Building Permanent Sales by Clerk Instruction

The manufacturer whose marketing vision never reached beyond the sale of his goods to a wholesaler has changed his methods very materially during the last few years. Particularly in the textile line and in the manufacture of other products worn by women has this change been noticeable.

One doesn't need to read statistics to know that those manufacturers who depend upon the changing whims of the lady of fashion for their sales volume have had to move fast, if they were not to be left by the wayside.

Many of them discovered that it was economically wasteful to go out after orders and not take the time to instruct the one person who could assure them repeat orders when their salesmen came around on the next trip. They found that business increased only by high-pressure salesmanship, aimed at the buyer or store owner, was not permanently successful because it tended to overstock the dealer. This led to a factory situation which looked like over-production, but often meant only a lack of follow through to the point of sale. It is being solved in several unique instances by manufacturers who are turning over part of the room formerly given to production, to schools where carefully planned courses of instruction to retailers are being given.

One manufacturer, who has a carefully planned course inside his factory walls, is instructing, at the present time, no less than 600 to 700 retail clerks each year, almost half of whom come in person for a six-day course, and the rest of whom receive instructions by mail. Some of the subjects which are taught are how to buy, with special emphasis on stock control, the influence of fashion on merchandising, how to build a mailing list and other practical and helpful courses for the clerk who hopes some day to be part owner of a retail store. Several manufacturers in the textile and allied lines are working out the same sort of plan. While it is not practicable in most cases to use factory space to train retail clerks, much more attention is being paid to some sort of business schooling by mail. At least two prominent manufacturers have worked out a traveling school the fundamental purpose of which is to widen the horizon of the men who are selling goods over the counter. How well this idea worked in the case of the Toledo Scale Company has been explained in PRINTERS' INK. When any product is sold to the consumer the success of the sale depends upon the actions of the clerk behind the counter.

Manufacturers who, by building up a helpful course, aim to make the sales clerk a member of their own merchandising and distributing organization, are finding that it is a profitable investment.

**Before
You
Merge**

There are times when business seems to be as much of a blind slave to fashion in ideas as women are to fashion in clothes. Some one idea becomes the password of the day and everyone in every kind of business, big and little, discusses that idea and endeavors to act on it.

Once it was "efficiency"; then it was "standardization," and next it became "simplification." More recently it has been "research." Today it is "mergers."

There is a danger in these fashions in business ideas. That danger lies in the fact that, through poll-parrot repetition, they cloud thinking and sweep otherwise sound business men off their feet.

A conservative banking publication, *The Commercial and Financial Chronicle*, within the last few weeks has called attention to the present-day vogue in business for mergers and to the dangers that blind acceptance of that vogue holds for business in very vigorous language. First, it describes the general situation by saying: "It is predicted that 1928 is to be a year of large consolidations. This is probably true. But not everyone will be properly equipped to withstand the attrition of this force in development. Fortunes will be made by this process of saving in cost of material, overhead and waste. One industry will lead another into this method. Monopolies here must meet monopolies abroad. But a monopoly, contrary to belief, is never a fixture. It induces others—and others must engage in competition. And competition levels prices and wages, when free."

After giving this description, the *Chronicle* issues this warning of the possibilities of dangers in mergers: "Consolidations may become overdone. Many a small

company will find itself absorbed and lost which might do much better to remain independent. Consolidations that are mere manipulations for stock gambling are not needed. Because brokers can grow rich by this process by no means establishes it as a plan for all to follow. There is a limit to combinations. If the parts will not naturally fuse, it is to be eschewed. If small independent companies serve the people better than one overpowering corporation (as in the case of small independent banks) they should remain."

Fashions in business ideas, like fashions in women's clothes, run in cycles. The merger idea that is in everybody's mind today is one of these. Probably only a small minority of those who are chanting its praises today as a great idea for business will ever stop to consider its past history in American business. Probably only a small minority will ever endeavor to dissect the reasons behind the present-day vogue of this old business idea.

Such knowledge of the history and reasons behind the merger movement of today is of great importance to advertisers. The merger idea has a strong hold on the minds of men who own and manage advertised businesses. There is a reason for this fact. The idea is being preached to them from a number of quarters. The businesses which they own are attractive prizes for merger operations in the eyes of those who make their income, and at times their fortunes, through the promotion of mergers. Advertisers who would like to measure promoters' promises against past performance of the merger idea will find material worth their earnest consideration in an article called "What's Back of Mergers?" in the March issue of PRINTERS' INK MONTHLY.

In that article there will be found not only a statistical record of past performance and a discussion of past performance of the merger idea in American business history, but also an explanation of the philosophy be-

hind the present-day distribution mergers.

The merger idea, no doubt, holds real possibilities for some businesses. By the same measure there is no doubt that it is loaded with trouble for many other businesses. It is, consequently, an idea that must not be quickly acted upon. The wise advertiser of today will not let it sweep him off his feet.

Death of Max Hart

Max Hart, vice-president of Hart Schaffner & Marx, Chicago clothing manufacturers, died at that city on February 22, in his seventy-fifth year. His first job was errand boy for Mandel Brothers' Store in Chicago. In 1872, he and his brother, Harry Hart, who have been associated ever since, started the retail clothing business of Harry Hart & Brother.

In 1879 the wholesale clothing business was organized with the formation of the firm of Hart, Abt & Marx. On the withdrawal of Mr. Abt in 1887, the co-partnership of Hart Schaffner & Marx, consisting of the two Harts, Joseph Schaffner and Marcus Marx was started.

This firm was incorporated in 1911 and from the beginning Max Hart served as vice-president of the company. Mr. Schaffner died in 1918 and Mr. Marx in 1921. Mr. Hart was active in the direction of the company's affairs until the day of his death.

For years the woolen industry looked on Mr. Hart as one of the leaders in creative development in the men's ready to wear field. It was a source of considerable satisfaction to him that he lived long enough to see the principal woolen companies advertising their fabrics to the consumer, a responsibility which he long asserted they should meet.

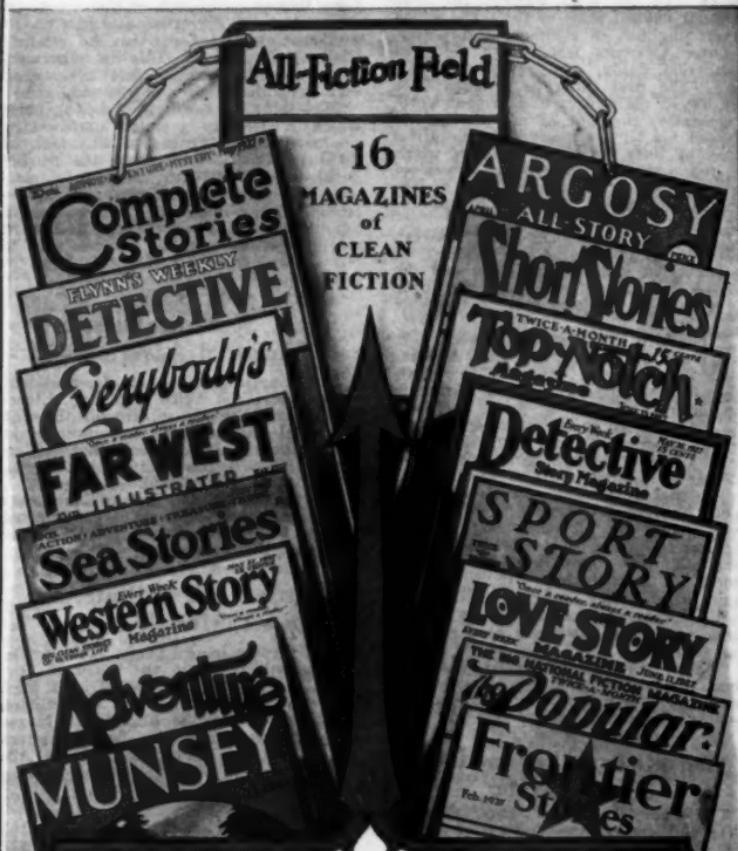
Creofloat Appoints Claude Arnold Agency

The Creofloat Manufacturing Company, Seattle, Wash., has appointed Claude Arnold, advertising agency, at that city, to direct a national advertising campaign for its deodorants, "Creofloat," "Pineodor," "Oxygenos" and "Pesticide." Women's magazines will be used.

De Lux Advertising Bureau Reorganized

The De Lux Advertising Bureau, Chicago, has been recognized, and incorporated under the name of The Maggart Corporation. Under the new arrangement, Maynard Maggart becomes president and treasurer. R. E. Winn has been elected vice-president and secretary, in question?

The Field of Greatest Yield



You will find one of these ALL-FICTION FIELD Magazines on the Library table of millions of representative homes throughout the country.

BUTTERICK PUBLISHING CO.—DOUBLEDAY, DORAN & CO.
FRANK A. MUNSEY COMPANY—STREET & SMITH CORPORATION

NEW YORK CHICAGO BOSTON SAN FRANCISCO

Advertising Club News

French Ambassador Honors New York Club

A special trip from Washington to address its members was the compliment tendered to the Advertising Club of New York last week by M. Paul Claudel, Ambassador from France to the United States. In his brief address the Ambassador defined some of the traits which advertising has in common with poetry.

Three elements which both fields of expression enjoy, as he outlined them are: "The first thing in common is a fine use of the written and printed word. I remember that one of my masters expressed his admiration for the beautiful array of lines, words and letters which he found in the advertising pages of newspapers. If that was true of the French newspapers, how much truer of the American ones!

"The second common trait between poetry and advertising is a spirit of praise. The cup of the poets and advertisers knows only honey, not a drop of verjuice is admitted to spoil the taste of ambrosia.

"The third thing which is common to poetry and advertising is truth. A bitter critic of humanity has said that anything becomes true when it is written in big letters and that to prove anything you do not need to have recourse to the tedious process of using facts and logic. It is sufficient to repeat it a sufficient number of times.

"To that gibe," said the Ambassador, "your glorious President Lincoln has answered once for all when he told that you can fool some people for some of the time but that you cannot fool all the people for all the time. It is just the same with poetry, where a jingle of words and sophisticated feelings cannot forever amuse minds which need nourishing meat.

"There is no good advertising but of good things. A good advertisement is not a lie, it is not even an exaggeration—it is an explanation."

* * *

Poor Richard Players Hold Annual Frolic

The Poor Richard Players, the historic and entertainment organization of the Poor Richard Club, Philadelphia, held their annual frolic on February 24. They gave a series of nine acts, which followed a dinner attended by the members of the club. Clinton Draper, chairman of the executive board of the Players, presided.

* * *

Salt Lake City Club Holds Debate

A debate was held recently by the Advertising Club of Salt Lake City, Utah, concerning the advantages of merchandising through local stores versus house-to-house selling. John D. Giles upheld local store selling while Robert W. Jefferson defended house-to-house campaigns.

Better Products Make Super- Advertising Unnecessary

"Manufacturers should invent better products rather than ask the advertising writer to use glowing adjectives in describing products of indifferent merit," was one of the points brought out by John Benson, president of the American Association of Advertising Agencies, in a recent talk before the Advertising Club of St. Louis. This is important, he continued, in order that advertising may keep the respect of the public.

Mr. Benson encouraged the agencies which refused to promote unnecessary products either because of this lack of distinctive merit or because the market is already filled with competitive merchandise. The average consumer, he declared, buys blindly and without careful appraisal of his purchases, and then when false advertising induces him to buy inferior products, he loses faith in advertising.

* * *

I. I. Sperling, Director, Financial Advertisers

I. I. Sperling, assistant vice-president of the Cleveland Trust Company, Cleveland, was elected a director of the Financial Advertisers Association, at the recent mid-winter conference at Chicago. He fills the vacancy left by C. H. Henderson, resigned.

Carl Gode, of the Illinois Merchants Trust Company, Chicago, was elected to fill Mr. Henderson's place on the Advertising Commission.

* * *

Seattle Club to Entertain Direct Mail Delegates

The Advertising Club of Seattle, Wash., will entertain the board of governors of the International Direct Mail Advertising Association and its affiliated members, the Association of House Organ Editors and the Better Letters Association, on their way to the All-Western Direct Mail Convention at San Francisco.

* * *

A. R. Magee Heads Louisville Club

Alvin R. Magee, manager of national advertising for the Louisville, Ky., *Times* and *Courier-Journal*, has been elected president of the Advertising Club of Louisville. He succeeds Homer W. Peabody, whose resignation was reported in a recent issue.

* * *

O. E. Steele, Director, Sacra- mento Club

Oliver E. Steele has been appointed a director of the Sacramento, Calif., Advertising Club. He is acting advertising manager of the Sacramento *Union*.

Illinois Advertising Clubs to Meet

The program of the annual convention of the Advertising Clubs of Illinois, which will be held at Urbana, Ill., on March 2 and 3, features a close interchange of ideas between the university of that State and the various Illinois bodies of organized advertising.

David McKinley, president of the University of Illinois, will give the welcoming address while Professor C. E. Bradbury, of the art department of the University, will talk on the relation of art to advertising. C. H. Fernald, who is president of the Illinois Advertising Clubs, is also a professor of advertising in the University.

Another feature of the program is a symposium discussion on "Getting the Most Out of Your Business" which will be led by Homer J. Buckley, of Buckley, Dement & Company, Chicago, and chairman of the Chicago Advertising Council. Dean C. M. Thompson, of the University of Illinois, and W. Frank McClure, vice-president Albert Frank & Company, Chicago, will take part in this symposium.

* * *

Chicago Council Host to Brazilian Delegate

The Chicago Advertising Council, together with the foreign and domestic commerce department of the Chicago Association of Commerce, entertained Dr. Alarico Da Silveira, official advisor to the President of Brazil, at a meeting last week. Dr. Da Silveira, who is officially known as the "Col. House of Brazil," delivered a short message of welcome in his native tongue which in turn was translated into English by his secretary. Seated at the speaker's table with him were the Chicago consuls of Pan-American countries.

* * *

Milwaukee Club Appoints Detroit Committee

Frank Pettric has been appointed head of the On-to-Detroit committee of the Milwaukee Advertising Club. Other members of the committee are C. C. Younggreen, James W. Fisk, Horace M. Kinne, W. T. Denniston, L. S. McMeekin, George Graham, T. Collins, John Heimick, W. J. Borgman, F. J. Lee, Ray Kieft and Carl Zimmerman.

* * *

Harry Miller Heads Columbus Club Committee

Harry Miller, of the Miller-Knopf Advertising Company, Columbus, Ohio, has been elected chairman of the On-to-Detroit committee of the Advertising Club of the Columbus Chamber of Commerce.

* * *

Boston Club Appointment

C. Kaufman has been appointed chairman of the On-to-Detroit committee of the Advertising Club of Boston.

G. Herb Palin, Writer of Slogans, Dies

G. Herb Palin, widely known in advertising club circles, died at Chicago last week. He occupied a unique position in the business of advertising, specializing, in the creation of slogans.

Although his home was in Los Angeles, most of his time was spent in traveling, and, it is understood, he frequently journeyed from coast to coast as often as once a month. It was his custom, while visiting a city, to call upon a concern, offer to write a dozen or so slogans for a stipulated price and dash these off while the product was being described to him. Among the hundreds of slogans credited to him are "Safety First," and "The Thinking Fellow Calls a Yellow."

Mr. Palin was an active figure in organized advertising and prided himself on his honorary memberships in upward of forty advertising clubs. He was one of the founders of the Pen Men of the Purple Circle, a secret organization of copy writers, of which he was "His Royal Nibbs."

When in a city, it was always his custom to attend the luncheons of the local advertising club. He attended the meeting, last week, of the Chicago Advertising Council and, while sitting at the speakers table, composed what was probably his last slogan. This was, "If we but understood each other, every man would be a brother" and was inspired by a talk which Strickland Gillilan had just given.

A memorial service was held at Chicago last Sunday under the auspices of the Chicago Advertising Council. Mr. Palin was eulogized by Homer J. Buckley, president of the Council.

Secretary Davis Hopes the Warning Will Be Heeded

DEPARTMENT OF LABOR
OFFICE OF THE SECRETARY
WASHINGTON, FEB. 25, 1928

Editor of PRINTERS' INK:

I thank you heartily for your kind words in regard to my talk to the Marine Engineers' Association.

The subject of providing employment for workers displaced by labor-saving machinery is a topic I have brought forward on every possible occasion. It is most gratifying to see journals of influence, like yours, get behind this matter and push it forward. Mr. Dickinson's article ["150 Consumers Out of a Job," February 23 issue] is an admirable presentation of the subject, and I hope it is widely noticed. I read every word of it with entire agreement. We need just such warnings from authoritative writers, and I trust that this one will carry weight and travel far.

This problem calls for thought from the whole country, but I believe that thought is awakening, and should grow on just such sound and wise suggestions as those in this article. I thank you for letting me see it.

JAMES J. DAVIS.

The Little Schoolmaster's Classroom

THE Schoolmaster has one hobby in which he believes all members of the Class might profitably join. It is something like butterfly-hunting, but less work and more fun. While it has no immediately obvious connection with advertising, he believes that it helps. It is the pursuit, collection and classification of phrases originally part of the technical jargon of some particular trade or industry, the originality and vividness of which have won them use by thousands of people who haven't the faintest idea of their real meaning.

There is a lot of fun in tracing such expressions back to their source, and the hunt might well be extended to phrases that are just beginning to be used outside their original setting, and even to promising candidates for future promotion.

For example, a recent picture in the *Textile World* of a new type of tenter clip reminded the Schoolmaster vividly of the first time, in his own early copy-writing days, that he spoke of somebody being "on tenterhooks," and presently discovered by investigation just how uncomfortable such a situation would literally be.

Of course a great many people know just how worthless a used tinker's dam is; but there are a great many others who think of it as having a vaguely profane aroma about it. And how many who remark that something or somebody "hasn't made the grade" see the vivid picture of a puffing locomotive struggling vainly to haul a too long and heavy train over the crest of the hill?

Naturally the boundary-line between jargon and mere slang is a tenuous one, but that makes the hunt all the more interesting. Sea language is especially salty, both literally and figuratively; but seafaring men are extremely jealous of its purity and witheringly scornful of its misuse by land-

lubbers. But there are many other trades worth exploration. How about mining? Stock farming? Lumbering? Oil drilling? Aviation? Perhaps "give 'er the gun!" holds promise for telling copy phrases of tomorrow.

The Schoolmaster's interest in this hobby is the more keen from his melancholy conviction of long standing that no jargon is sadder than that of this very trade of advertising. If the time should ever come when "consumer acceptance," "negative appeal," "market reaction" and so on, pass into the language, then Heaven help the language!

But it is an old saw that the shoemaker's children go barefoot.

* * *

As a result of some recent correspondence with H. F. Olmsted of the advertising department of the Packard Motor Car Company, the Schoolmaster became acquainted with the history of the Packard slogan, "Ask the Man Who Owns One."

According to Mr. Olmsted, the slogan is nearly as old as the Packard car. The first Packard was completed November 6, 1899, by W. D. and J. W. Packard at Warren, Ohio. They built it for their personal use. It proved such a complete success that they were importuned by friends to build more cars.

In this manner, the Packard brothers, who were, at the time, conducting a successful electric manufacturing business, were forced into the automobile business. Exactly when the slogan, "Ask the Man Who Owns One," came into being cannot be determined. However, it is known that only ten or twelve cars had been produced when it was first written.

Someone wrote J. W. Packard asking about the merit of the car. In his reply Mr. Packard wrote, "Ask the man who owns one," pointing out that several of his



Making Consumer Advertising Sell Homes

Nationally known building materials are good salesmen for real estate operators—the men who are building most of our new homes and apartments.

These great builders sell their homes to the public—they can capitalize consumer acceptance in selling them.

Building material makers who are national advertisers are telling this story to Realtors through the merchandising paper of the building world, the

"A large market for LAMINEX doors is amongst Realtors who realize that well advertised building products help them sell homes and build good will. Our consistent advertising in the National Real Estate Journal has developed this market for us."

WM. RIPLEY
Vice-President
Wheeler, Osgood
Company

A. B. C.

NATIONAL REAL ESTATE JOURNAL

PORTER-BEDE-LANGTRY CORP., Publishers
139 N. Clark St.

A. B. P.

Chicago, Ill.

Wanted Advertising Manager

Experienced in all branches of advertising. Must be good copy writer and capable of handling all details including direct mail, retail and newspaper advertisements, dealer helps, layouts, catalogues, style books. Man having experience advertising men's fine shoes preferred. Give experience and references in first letter.

Nunn Bush & Weldon Shoe Co.,
Milwaukee, Wisc.

ADVERTISING DISPLAY REPRESENTATIVES

A firm manufacturing a unique and exceptionally fine line of advertising displays needs high class representation in various centers over the U. S.—heretofore unsolicited.

A wonderful product appealing to the small as well as to the large advertiser — and assuring splendid income to the live representative.

Only men of unquestionable ability in this field please write, stating full details including previous connections and what territory covered. Address "Q," Box 101, P. I.

cars were in the hands of others and that he was perfectly willing to have a decision about buying his car formed on the basis of information furnished by any owner.

Many well-known slogans originated in this way. One does not necessarily have to sit down and try to originate a slogan. Frequently they can be found in everyday correspondence or literature.

* * *

An organization manufacturing and selling advertising specialties has been trying to gain the attention and interest of B. K. Engel, secretary and treasurer of The Futurist Company, underwear manufacturer of Burlington, Wis. The soliciting, it seems, has been done by mail. Mr. Engel has sent to the Schoolmaster the latest letter of the series, in which the specialty man says:

This makes the third time we have written your concern asking as to when you might be in the market for representative to call on you to show you our specialties. We would appreciate hearing from you if you want us to still continue writing you or whether you want us to drop your name from our list. When referring to this letter kindly mark it to the attention of the writer.

The Schoolmaster often sees so-called sales letters of this general tenor. He has been encountering them, off and on, for the last twenty years and regrets to say that there seem to be fully as many of them now as there were then.

The chances are that the salesman or correspondent who wrote to Mr. Engel is a likable creature with a pleasant personality and at least some selling ability. Otherwise he would not have a job with that manufacturer. If he were approaching a prospect personally he doubtless would demonstrate his possession of the three qualities named, and even more. But does he show as much as one of them in this letter?

On the contrary he is impolite, crude, crass and almost insulting, to say nothing of the faulty grammar and construction he employs, as witness "still continue."

EXCELLENT INVESTMENT FOR FIRM OR INDIVIDUAL

For Sale Seven High Type Retail Store Monthly

SYNDICATE ADVERTISING SERVICES

Offered to Immediate Purchaser at Price Far Less Than Actual Cost of Production. Salable in Every Section of U. S. Pay Handsome Profits. Produced by One of Most Reputable Agencies in Country.

Unusual opportunity for Syndicate Company to supplement its present lines, or a ready prepared, complete business for individual or firm desiring to enter syndicate advertising service field. Seven services can be purchased at less than one-half production cost. Services practically brand new. Prepared by reliable advertising agency who wishes to discontinue in Syndicate field. Almost entire U. S. virgin territory for their sale. Positively wonderful offer—a sacrifice. Act quickly. Address "T," Box 103, care of Printers' Ink. Also give 'phone number for appointment.

SATISFACTORY TERMS CAN BE ARRANGED

Population 70,000 Trading Centre for 150,000

Brockton, Massachusetts. The Great Shoe City. Brockton shoes 18,000,000 people. Paper established 1880. Forty-Eighth Year.

Brockton Daily Enterprise

Printing 24,000 Daily

Less than 2100 lines 8½ cents a line; 2100 lines or more 7½ cents a line.

Afternoon Paper, sells for 2 cents

Averages nearly 2 pages of want advertisements



Multigraph Ribbons Re-inked

Our *OUR-T-FYD*

Send 3 Ribbons to be Re-inked at our expense.

process costs only \$6.00 a dozen. Try it. A trial order will convince you that it is the best Re-Inking you can buy.

W. Scott Ingram, Inc.

57 Murray St., New York City

"GIBBONS knows CANADA"

I. J. GIBBONS Limited, Advertising Agents

TORONTO

HAMILTON

MONTRÉAL

LONDON, ENGL.

WINNIPEG

are you? an Advertising man? —write at once

for information about the Eastman Extension Course in Practical Advertising. Entirely different from the "book-course" method.

Let Eastman train you at home, by *actual* instruction, direct from the class-rooms here, under a strong faculty of hard-hitting business men, who know.

SIMPLE CLEAN-CUT
PRACTICAL VIVID DRAMATIC
MODERATE COST

BOX 15

EASTMAN-POUGHKEEPSIE
*A National Institution for
over Half a Century*

Advertising Solicitor

Business paper, published by one of America's largest publishing houses, desires an advertising salesman. Must be under 30. Not less than two years' experience. An unusual opportunity in a very high class field. Give age, complete experience, full references, salary expected. Address "Strict Confidence," Box 106, Printers' Ink. Correspondence returned if desired.

Many an otherwise good salesman becomes worse than useless when he attempts to write a letter. Fluent, polite, efficient and perhaps polished in personal contact, he becomes stilted, unnatural or even downright foolish (as in this case) in correspondence.

A letter is a good letter when it reflects the writer's personality. If he lacks personality he has no business to be trying to sell goods either in person or by mail. He can write such a letter if he will forget about his stage-fright and write as he would speak.

* * *

American advertisers of substitute products seeking markets in foreign countries should pay attention to a decision recently handed down in a German court in Bremen against the Coffee Trading Company, Ltd., of Bremen, distributor of "Kaffee Hag," a decaffeinated coffee.

This particular suit was brought by an association of wholesale coffee roasters and merchants, known as the Union of Wholesale Coffee Roasters and Merchants, a registered society of Hamburg. This society objected to certain statements which had been made in the advertising of Kaffee Hag. The court ruled that certain of the statements which this association of wholesale coffee roasters and merchants objected to were unfair to natural coffee and issued an injunction directing that such statements be discontinued. It further ruled that if the Kaffee Hag organization did not obey its injunction it would be subject to penalties and monetary fines for each case of disobedience.

Editors of house magazines which are distributed to retailers are always on the lookout for sales ideas that might be of interest to their readers.

If an editor is versatile he can frequently adapt sales plans from other fields and turn them into perfectly good suggestions for methods of increasing sales or sales interest for the products sold by the dealers who read his publication.

The Linoleum Division of the

Armstrong Cork Company publishes "Rolls and Rugs" for Armstrong floor covering retailers. In a recent issue the suggestion is made that dealers hold a checker contest to advertise linoleum. A photograph showing a checker contest in progress in the store window of the Syracuse Lighting Company illustrates the article. A giant checker board is used and for checkers the participants are using cartons of Mazda lamps.

The suggestion to Armstrong dealers is that they hold a checker game in their show windows, making the checker board out of a piece of Armstrong linoleum and that cans of Armstrong's paste or linoleum wax be used as checkers.

The participants are the local "checker champs" and the winners of tournaments can be given such prizes as linoleum rugs or some of the other Armstrong products.

Here is one instance of how an idea from one field can be quickly capitalized in another.

Two Opportunities

Well-known manufacturer has opening in advertising department in New York for two alert men:

1. Writer, with some training as newspaper reporter, who has had advertising experience and can handle publicity work such as the preparation of clip sheets, special articles for magazines, etc.
2. Advertising assistant who is a thorough copywriter and experienced in producing direct-mail literature and dealer helps from idea to finished job.

Give all the pertinent facts about yourself in letter of application, including education, business history and salary expected.

Address "X," Box 250
Printers' Ink

Advertising Agency

TREASURER WANTED

A. A. A. A. agency, rapidly expanding, has place for experienced treasurer who knows advertising agency financing, management and control; agency has upward of 15 years of successful earning record; is holding substantial block of common and preferred stock for right treasurer to buy over period of years; present assets exceed \$200,000; last 6 years' earnings over \$60,000.00 annually; personnel of agency well balanced, mostly young men, experienced, competent account executives and business getters; agency has long record of safe and sound management; has handled many well-known national accounts.

Applicant must state qualifications, with complete past record and salary requirements. The amount of stock allotted will depend on applicant's capabilities; every important factor in agency now owns or has contracted for stock commensurate with his standing; buying stock is not a necessary qualification, but the company being mutually owned prefers treasurer who can be a real factor in the whole picture; every communication will be held in absolute confidence by president of agency.

Address President,
Box 251, Printers' Ink

Want a Better Advertising Job?

Easier to get if you build a convincing case. Dope Sheets 21 and 56 show how to build it. DS 68 charts incomes you may expect, depending on which of three routes you choose. Nos. 42, 46, 46A and 66 describe the jobs in various-sized agencies—show you what to shoot at. If you're batting around blindly, getting nowhere, get these 20,000 words of concentrated help and straighten yourself out. Here's 16 years' advice to advertising job hunters reduced to an A-B-C formula that works. We've charged up to \$150 for similar advice in person—yours in printed form for \$5 (\$6 by air mail). A good bet for anybody—no telling when you'll need it. Why not risk \$5 now? Ask for "Batch JH."

LYNN ELLIS, Inc., Desk A-3
525 Crescent Ave. • San Mateo, Cal.

First Contact

with prospective home builders enables the retail lumber dealer to control the sale of building material. You can talk to buyers for more than 10,000 lumber yards in the

American Lumberman
CHICAGO
Est. 1873 A. B. C.

Circulation Manager Wanted

For well-known nationally circulated magazine, mail distribution. Must be able to plan and execute sound campaigns. Splendid opportunity for man who can back ambition with achievements. Write full particulars—education, experience, salary. "Confidential," Station D, Box 20, New York City.

How Conventions Are Used to Advantage in Scotland

HOWAT ADVERTISING SERVICE, LTD.
GLASGOW, FEB. 23, 1928.

DEAR SCHOOLMASTER:

There must have been a loud AMEN from your pupils when they had read your remarks about conventions in your issue of PRINTERS' INK for 17, November last.

Henry Ford summed up my views when he remarked in his recent book "One eats too much, listens too much, hip hoorals too much . . . and then comes home to find the furnace-fire out!"

All the high priests went to the Harrogate Convention two years ago and during their absence an entire newcomer to the advertising field and my humble self between us captured two cigarette advertising accounts of the largest combination of its kind in the world.

One of my men attended the same convention, at our expense, of course, and fixed himself up with a competitor in London, which served to introduce us to the much more valuable man that took his place. Frankly, you can get a lot out of conventions—if you stay away from them!

DONALD HOWAT,
Managing Director.

"The American Press" Changes Size

The American Press, New York, a monthly published in newspaper size by the American Press Association, now has a type-page size of nine by twelve inches. M. B. Byron, formerly with the New York *Telegram* and W. L. Greer, have been added to the advertising staff of *The American Press*.

L. A. Gratiot Leaves John Ring, Jr., Agency

Lynn A. Gratiot has resigned as vice-president of the John Ring, Jr., Advertising Company, St. Louis.

Real Opportunity for Young Advertising Man

Leading trade paper needs an ambitious and hard-working young advertising man with knowledge of printing, engraving and publication make-up. Experience in sales correspondence also highly desirable. Apply by letter, giving age, previous experience and references.

Address "R," Box 102,
Printers' Ink

C. W. Dudrap with Archer A. King

Charles W. Dudrap has joined the staff of Archer A. King, Inc., publishers' representative, New York. He will represent *Motion Picture Magazine* and *Motion Picture Classic* in New York, and the Pennsylvania-South territory. For the last five years Mr. Dudrap has been with the Macfadden Publications on *Physical Culture*.

L. H. Steinbauer with Grunbaum Bros.

Leo H. Steinbauer, for the last eight years with the Seattle, Wash., office of Foster & Kleiser, has resigned to become advertising manager of the Grunbaum Bros. Furniture Company, Inc., also of Seattle.

Cheese Account for G. Howard Harmon Agency

Mattia Locatelli, New York importer of Italian cheeses, has appointed G. Howard Harmon, Inc., advertising agency, also of that city, to direct its advertising account. Newspapers are being used.

New Account to Blackett and Sample

The Paris Toilet Company, Paris, Tenn., maker of toilet preparations, has appointed Blackett and Sample, Inc., Chicago advertising agency, to direct its advertising account. Newspapers and general magazines will be used.

Appoints Alfred J. Silberstein

The Beck Distributing Corporation, New York, sales agent for Duroglass goggles, has appointed Alfred J. Silberstein, Inc., New York advertising agency, to direct its advertising account. Aviation publications will be used.

Circulation Manager Wanted

A weekly paper of high reputation, published for more than 25 years, desires trained man to manage circulation campaign. Must have had successful experience in obtaining subscriptions by mail. Reply, giving statement of experience to "N," Box 104, care of Printers' Ink.

A Very Large Manufacturing Concern

selling sanitary goods and appliances for women has an opening for a man who can handle the direct mail and trade paper advertising and also assist the sales manager.

Salary to start is only \$50.00 per week, but we can guarantee him twice as much in one year if he can show results. This honestly offers a wonderful opportunity in an industry that is growing by leaps and bounds and is not affected by the usual business conditions. Give full information in your letter. Address "L," Box 248, Printers' Ink.

Advertising Man

Two years' as make-up and lay-out man for large publication. Four years' advertising manager of manufacturing company writing trade paper advertisements, direct mail campaigns, compiling catalogs and editor of house organ. Want proposition where hard work will mean advancement. 27, married; Christian; will appreciate personal interview; can show samples of work.

Address "M," Box 249, c/o Printers' Ink, 231 South LaSalle St., Chicago, Ill.

Controlling Interest in Home Study School

well organized, is offered to a man of responsibility and integrity. Real opportunity. Address "W," Box 108, Printers' Ink.

For Your Mailing Lists!

Here's a publication that features:—Recent incorporations. Changes in firm names, addresses and personnel. Mergers. New and improved products. Reviews of catalogues and other trade literature. Building programs. Plant expansions. All industries covered. National in scope. Send \$3. for a year's subscription. 35 cents current copy.

CHRONICLE OF COMMERCE
727 Irving Park Boulevard Chicago

Publication Manager

Seeking a Larger Opportunity

Now employed as general manager, co-ordinating advertising, editorial, circulation, business, promotion, etc. Broad background as executive in all depts. over a period of 16 years. Aggressive American, age 38. Present income, \$6,000.00. Address "U," Box 106, Printers' Ink

\$5 000 That's what we made in one year from an idea that can be worked full or part time by any advertising man, agency or printing company in any city of the country. Not a scheme or novelty, but a real service plan with repeat business. \$5 will buy a specimen, full particulars and evidence of this practical idea.

R. D. TRAUTMAN, Pres.
Box 648 Reading, Penna.

Classified Advertisements

Rate, 75c a line for each insertion. Minimum order, \$3.75
First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

FOR SALE

Part or entire interest in national magazine; exceptional opportunity. Box 876, Printers' Ink.

FOR SALE, MONTHLY MAGAZINE—4 years old, in one of the fastest growing fields. Non-technical, with unlimited advertising possibilities. Controlled circulation of 25,000. Logical reason for selling. \$10,000 cash. Box 853, P. I.

"An Outline of Henry George's Progress and Poverty," by Will Atkinson, mainly in Henry George's own eloquent words. Mailed anywhere for 10 cents; 20 copies for \$1. Anti Poverty Club, Capon Springs, W. Va.

WANTED—Salesmen for an attractive advertising novelty suitable for mailing. Is attractive to the eye, with an element of mystery, giving it long life as an advertisement. Write for sample, stating the territory you cover. Robson & Adee, Saratoga Springs, N. Y., U. S. A.

WRITING FOR REAL MONEY—an author's adventures in advertising. by Edward Mott Woolley, author Free-Lancing For Forty Magazines (\$3). Personal episodes: Thousand-dollar fees, exploring undiscovered adv. material, putting story lure in ads, novelizing booklets, house-organ writing. Gives prices and names. \$1.50 postpaid. Woolley Associates, 71 Park Ave., Passaic, N. J.

HELP WANTED

ART DIRECTOR'S ASSISTANT capable of buying all art work and handling executives and clerical details of busy Advertising Agency Art Department. Write full to Box 848, P. I.

Wanted Sales Executive experienced and capable of merchandising and styling woolen blankets, woolens and etc. Box 849, Printers' Ink.

SALESMEN—Photo-Engraving

Men controlling substantial business. Salary and commission. Knapp Engraving Co., Inc., 141 East 25th St., New York.

Wanted—Sketch artist with experience on Posters and general designing applying to lithograph advertising material, embracing faces, figures and usual subjects related to color lithography. Permanent if qualified. Box 860, Printers' Ink.

Printing Salesman—Experienced man to assume charge of New York Office of out-of-town printer doing the better grade of Direct Mail and Advertising printing. Give experience and references in your reply. Box 868, Printers' Ink.

Growing Advertising Agency in upper New York State has opening for experienced copy and layout man. Give full history, experience, salary and when available. Box 873, Printers' Ink.

Lithograph Artist with commercial experience, for Crayon and Ben Day work on zinc plates.

Water Color Sketch Artist for figure work and lettering. Experience in poster work and original designing. Pleasant working conditions. No labor troubles. Write The John Iglesias Company, Massillon, Ohio.

An Opportunity of excellent merit is open to experienced advertising men, especially those who have sold syndicate or specialty advertising. This opportunity affords permanency with an established agency with unusual earnings under most liberal commission agreement. Replies held in strictest confidence and should cover full qualifications. Box 847, P. I.

Textile Company in New York City with national distribution requires young man with schooling in sales statistics, analysis, and research. In addition to these duties would handle details in connection with trade advertising, sales planning and promotion. Business experience of secondary importance. Salary \$35 per week. Write particulars of schooling, age, and experience to Box 854, P. I.

AN ADVERTISING SALESMAN who has sold syndicate or special advertising, to represent a well-established Advertising Service of New York City. Must be willing to travel extensively. The opportunity affords unusual earnings, under exceptionally liberal commission arrangement. Application is not invited from any man whose business experience does not fit him to represent this Company, which numbers as clients leading business men and firms throughout the country. This is our initial advertisement in this publication for salesmen. References requested and replies will be held in strict confidence. Box 874, Printers' Ink.

IF YOU REALLY CAN SELL ILLUSTRATIONS

And even have a list of present buyers of your personality and your studio's service—

And if you wish to make a change—Get in touch. A Chicago organization needs another good contact man. We offer him resourceful advertising that breaks ground and brings leads—a great bunch to work with in the studio itself—a real co-operation—and a chance for real money.

Nationally known? Not yet—but soon. Do we handle real accounts? Come and see. It's a real chance. Wire or write Box 856, Printers' Ink.

MISCELLANEOUS

BIRD'S-EYE VIEW PERSPECTIVES CAREFULLY DRAWN AND EXECUTED FROM BLUEPRINTS IN PEN AND INK, ETC. BOX 858, PRINTERS' INK.

MAIL-ORDER MEN AND MANUFACTURERS. Use money bringing advertising verse to advertise your goods or product. I am an expert at writing it. Terms reasonable. Send stamp for particulars and samples of my work. Address Frank H. Gibson, 1839 Cabot Street, Philadelphia, Pa.

POSITIONS WANTED**Mr. Manufacturer—**

Do you require a really high-grade man of extraordinary experience in advertising and sales management? Box 867, Printers' Ink.

ASSISTANT TO SPACE BUYER of prominent N. Y. agency for over four years wants position as space buyer, or assistant with better future assured. Box 861, Printers' Ink.

ADVERTISING—SALES PROMOTION Fifteen years' agency, trade paper, direct mail and departmental experience wants new connections. Well recommended. Box 863, Printers' Ink.

COPY WRITER, CORRESPONDENT, EXECUTIVE—Experienced in analyzing (and improving) product, market and distribution—writing the friendly way people like, and selling them. Box 877, Printers' Ink.

Young lady—experienced advertising and editorial make-up, editing, proofreading and mechanical end of printing—desires position with publisher or production department advertising agency. Box 878, P. I.

ARTIST—MAGAZINE ILLUSTRATOR (distinctive style) desires an advertising account. Highest type of work guaranteed. Previous advertising experience. Good ideas, distinctive layouts. Box 866, P. I.

NOVICE COPY WRITER Young man, 27, good education, knowledge production, layout and copy writing. Can draw. Desires entrance with agency. Salary secondary. Box 869, P. I.

EDITOR

Editor and Art Director of national class periodical desires similar connection. Box 875, Printers' Ink.

SECRETARY-STENOGRAHHER A-1 young man with initiative, ideas. Experience: executive connections, correspondence, art knowledge. N. Y. U. student advertising. Future essential! Box 859 P. I.

N.Y. Copy Writer

Ten years copy chief leading agencies. Box 855, Printers' Ink.

ASSISTANT TO ADVERTISING EXECUTIVE

Young woman, creative and executive ability on sales promotion. Primarily artist. Experienced: Copy writing, layouts, typography. College training. Seeks advancing opportunity. Box 870, P. I.

YOUNG WOMAN—having fundamental knowledge of type, cuts, paper wishes an opening with an advertising agency. Practical experience; executive ability to handle detail. Box 850, P. I.

ARTIST

Designer and Letterer desires position with New York Agency, Art Service or Printer. Original. Modern. Nine years' experience. Box 872, Printers' Ink.

MR. ADVERTISING MANAGER! Need an assistant? Have agency experience, can create copy, make layouts, do some art work; also know production and printing. Box 871, Printers' Ink.

VISUALIZER

Young woman, able, original, experienced. Salary secondary. Would leave town. Box 857, Printers' Ink.

Production Manager with 20 years' practical experience supervising the execution of all forms of Art work and reproduction. Successful record for the last 5 years in present service. Desires change to new position in same capacity. Box 879, P. I.

Copywriter—magazine, editorial, newspaper, classified advertising experience—imagination, ideas—specialty feminine appeal—two years' advertising training. Columbia, B. A. Knowledge French, typing. Agency, department store, or style publication, employed. Box 852, P. I.

TYPOGRAPHER

connected with leading typographic organization (in New York), desires position that will take greater advantage of his experience and ability, both of which will prove valuable to large printer or typographic service. Available for full or part time. Box 865, Printers' Ink.

Advertising Art Student—with marked ability in lettering and typographical design wants to grow with Advertising Agency, Art Service or Printing House. Finds joy when planning and designing sales-creating printed matter. Will prove to be a capable assistant in the art or production department. Salary subordinate. Opportunity to "break into advertising" of primary importance. Box 862, P. I.

EXECUTIVE

With over twenty years' credit experience with wholesale firm doing an interstate business, and with office and personal management, would consider advantageous change. Address Box 864, P. I.

DYNAMIC VERSATILE WRITER-EDITOR

Hard worker, with 6 years' experience feature writing, reporting, editing, make-up, advertising copy and literature writing, layout work—with an engineering education—desires permanent connection with a growing agency, publication, or manufacturer, future being of more importance than initial salary. **AVAILABLE IMMEDIATELY** in N. Y. City. References? All you want and more! Box 851, Printers' Ink.

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THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK

*If you want to know about our work,
watch the advertising of the following:*

BON AMI
CONGOLEUM RUGS
VALSPAR VARNISH
GRINNELL SPRINKLERS
McCUTCHEON LINENS
PETER SCHUYLER CIGARS
ANSCO CAMERAS AND FILM
COLUMBIA WINDOW SHADES
ARCADIAN SULPHATE OF AMMONIA
DUZ
TARVIA
HAVOLINE OIL
WALLACE SILVER
THE DICTAPHONE
BARRETT ROOFINGS
NAIRN INLAID LINOLEUM
COOPER HEWITT WORK-LIGHT
NEWSPAPER INSTITUTE OF AMERICA
PLYMOUTH BINDER TWINE
INDIAN GASOLINE
BONDED FLOORS
NEW-SKIN

What we've done for others we can do for you.

Member of the American Association of Advertising Agencies
Member of the Audit Bureau of Circulations
Member of the National Outdoor Advertising Bureau

ADD ANOTHER FIRST FOR THE TRIBUNE—

5. "Financial Advertising"!

DURING the past year financial advertisers clearly expressed their preference among Chicago newspapers by using 1,757,583 lines of advertising in The Tribune—more than they placed in the next four papers COMBINED!

First in almost every classification . . . first in National, Local, Classified and Total . . . and overwhelmingly first in circulation! That's why The Tribune is "Supreme in Chicago"!

Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

January circulation 793,352 daily; 1,175,240 Sunday